University College Dublin

Quality Improvement Plan

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UCD Sutherland School of Law

September 2008

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Contents

1.   Introduction

The UCD Sutherland School of Law received the Quality Review Report in June 2008 and it was distributed to all members of staff. The Review had taken place on 8, 9 and 10 April 2008. The Quality Improvement Plan was drafted by the Quality Improvement Committee (the Interim Dean, the Programme Office Director, the Head of Teaching and Learning and the BCL Programme Coordinator) and was submitted to a meeting of the School in early September 2008. Various changes were recommended to the draft and these changes were approved by the School's Executive Committee in late September.

The bulk of this Plan addresses the recommendations made by the Quality Review Report and is divided as followed:

> **Category 1 Recommendations** – i.e. those concerning academic, organisational and other matters which are entirely under the control of the School of Law

> **Category 2 Recommendations** – i.e. those concerning shortcomings in services, procedures and facilities which are outside the control of the School of Law

> **Category 3 Recommendations** – i.e. those concerning inadequate staffing, and/or facilities which require recurrent or capital funding

Within each category the Report identifies those recommendations that have already been implemented, those that will be implemented within one year, those that will be implemented the five year currency of this plan and those that will not be implemented.

The final section of this Plan contains a prioritised list of recommendations outlined in the Review Group Report, which require additional resources. The planned action to address each recommendation with an estimate of the cost involved is also included.

2. Responses to Recommendations in the Review Group Report

A. Category 1 Recommendations – those within control of the School

1. Recommendations to be implemented immediately

Recommendation	A Schedule of regular committee meeting should be arranged well in advance with agenda and minutes circulated appropriately
Action Planned	This recommendation has already been implemented and a schedule of meetings for the academic year 2008/09 has already been and minutes from meetings and documents will continue to be placed on UCD Connect.
Recommendation	Further develop the workload model to ensure full participation of all academic staff in the work of the School
Action Planned	The School is committed to the further development of the workload model and in June 2008 it decided to include PhD supervision within the scope of the model.
Recommendation	The role of the tutorial staff in terms of recruitment of Ad Astra and PhD students and external tutors has been restructured. Further development of tutors in terms of training should lead to quality enhancement regarding delivery of tutorials and the educational experience of students.
Action Planned	The School has already put in place a training programme for all its tutors, which will be further developed this year to reflect changes in the nature of tutorials and the School decision that tutors may be involved in the grading of continuous assessment. The evaluation of tutors has proved an effective tool to identify further training needs.
Recommendation	The overall design of the new building should be driven by the need to enhance the Law School community and sense of collegiality and mission expressed by staff and students alike throughout the review process. The design of the building should also take account of future strategic developments highlighted during the review period. Overall coherence of planning is vital in this process.
Recommendation	In the context of the new building initiative … considerable thought should be given to the availability of wifi throughout the building. Furthermore, the addition of some group study rooms, which could be reserved by students working on projects together, would be of benefit.
Action Planned	The design of the new building has been the subject of extensive consultation with both staff and students. One of the themes of the new building will be "community" and the strategic development of the School has been a central

element in the planning process leading to a coherent plan. So, for example, the building will have state of the art IT facilities and break-out spaces have been planned for students.

Recommendation	The School's proposals for introducing more skills, problem based learning opportunities and clinical experiences should be implemented.
Action Planned	A schedule for skills based training in legal writing and research have been agreed for the Tort and Contract modules. The trial of a mooting programme in the Criminal Law tutorials is also well advanced and special training has been given to the tutors involved in this programme. This issue will be re-visited by the Teaching and Learning Committee who shall forward a report on skills-based training to the Law Undergraduate Programme Board during the course of this academic year.
Recommendation	The introduction of 10% credit [sic] for module participation is welcome although the award of marks appears to be varied. More clarification of expectations and greater parity amongst tutors in the allocation of marks should be considered.
Action Planned	The module outline provided to students will define what is meant by "participation" in the tutorial and the briefing provided to tutors will indicate how the percentage allocated to tutorial participation is to be awarded. This will be further reinforced by specific information within the orientation programme of what the School expects from its students in relation to tutorials.
Recommendation	The organisation and delivery of tutorials, whilst effective, will benefit from - closer regulation of students' attendance at their designated tutorials
Action Planned	The briefing provided to tutors highlighted the need to ensure that only students registered to the particular tutorial should be in attendance and the grades for participation have been structured to incentivise attendance at the correct tutorial group. New mechanisms have been put in place to ensure that tutorial attendance is accurately recorded and to allow students to change tutorials in exceptional circumstances.
Recommendation	Communication systems and support procedures to support learning and teaching are in place and are generally appreciated. At various levels however, they are not utilised as effectively or as timely as they could be: - the processes of information should be reviewed to enable quicker and more widely broadcast communication between the administration and students about sudden changes to tutorial arrangements; explanation of Blackboard and other IT systems and databases;

Action Planned	As part of the new orientation programme introduced this year incoming students will be introduced to the IT systems used by the School. Information on the use of Blackboard will be provided and all Programme Managers have informed students that messages, e.g. changed tutorial arrangements, will be posted on Blackboard. Training in databases will form an aspect of the legal writing and research programme in both Tort and Contract. The recently established IT Committee will be charged with assessing what further measures may be taken within the existing budgetary restraints to facilitate improved communication flows.
Recommendation	Balance between the BCL, BBL and the Law with other disciplines degree programmes should be scrutinised carefully regarding parity of delivery of these programmes, with particular emphasis on the delivery of skills elements such as Legal Writing and Research, and Mooting.
Action Planned	The Legal Writing and Research Programme for Tort and Contract has already been agreed and will ensure greater parity of delivery of the skills elements.
Recommendation	The proposals adopted by the School should be implemented rapidly, including … improvement to the research pages on the website
Action Planned	The new School website with improved content on the School's research went live on September 1 2008.
Recommendation	The School should develop an undergraduate handbook, similar to the LLM student handbook.
Action Planned	The School introduced an undergraduate handbook in September 2008 for first years only and will refine the Handbook on the basis of student feedback and will incorporate all changes in policies within the Handbook.
Recommendation	The School should continue to develop the international experience for its students, and staff in the Programme Office should specifically facilitate this development to the benefit of students.
Action Planned	As a result of the review of the School's international and European links responsibility for the internationalisation activities of the School have been assigned to one member of the Programme Office. To complement the undergraduate student handbook an International Student Handbook will be developed for both outgoing and incoming students. The section of the website on international exchanges will also be enhanced.

2. Recommendations to be implemented within one year

Recommendation	The School should facilitate non-academic staff and student representation on committees as appropriate
Recommendation	Include PhD student representation on the research committee
Recommendation	Consideration should be given to the inclusion of student representatives on the Teaching and Learning Committee.

Action Planned   At present the School Manager/Programme Office Director and the Teaching and Learning Administrator participate in the School Committee meetings. Programme Managers and students participate in the meetings of the Law Undergraduate and Graduate Programme Boards. Non-academic staff are also members of the Marketing Committee and PhD students were members of the Research Committee until recently. The Dean, in consultation with the Executive Committee, will prepare a paper for the School examining the issue of non-academic staff and student representation on the various committees within the School. A decision on the issues raised by this recommendation will be made in this academic year.

Recommendation   Further develop the workload model to ensure full participation of all academic staff in the work of the School

Action Planned   The School is committed to the further development of the workload model and in June 2008 it decided that in the academic year 2008/09 it would address the issue of the workload associated with the grading process. Further refinements of the workload model may emerge from this discussion and from the report of the SMT Academic sub-committee on workload allocation models

Recommendation   The School should put in place a system to optimise the synergies that can be developed with the School of Business and the College structures and supports.

Action Planned   The relationship between the School and the College of Business and Law will continue to evolve but several issues need to be addressed. As governance structures for School committees have been established, a governance structure should be established for the Principal which will allow him to be fully informed of the needs and objectives of the School, whilst allowing the School to be informed of his activities on the School's behalf. Likewise, the positions of the Vice-Principals of Research and Innovation and Teaching and Learning also need to be addressed. Although it has been agreed that there will be "mirror" appointments in both Schools, the University recognises only one Vice-Principal in each of these areas. So, it is essential that there be a greater degree of coordination between the Vice-Principals and their respective "mirrors" so that each School is kept as fully informed as possible about developments in the areas of research and innovation and teaching and learning. The Dean

	will initiate discussions with the Principal and the Dean of the School of Business to address both of these issues. Discussions have already begun with the School of Business on greater cooperation at the graduate level and these should lead to firm proposals this year.
Recommendation	A workload model could be developed for administrative staff further enhancing the support roles which they provide in the Law School
Action Planned	A workload model will be developed in the course of this academic year by the Programme Dean in consultation with the School Manager/Programme Office Director. An agreed scheme will be implemented for the academic year 2009/10.
Recommendation	Management of space in the interim period prior to completion of the Sutherland building could address some of the issues highlighted above (lack of break out space), in particular regarding enhanced meeting spaces for staff and students. Enhanced Wi-Fi facilities could be secured through further consultation with IT services at UCD.
Action Planned	Part of the rationale for the new building is that the existing resource is inadequate for the future development of the School. An audit of existing space will be conducted this year and enhanced meeting spaces may be provided, subject to budgetary resources. The existing structure does not support Wi-Fi, but IT Services will be consulted to determine if such facilities can be enhanced.
Recommendation	Mechanisms for supporting students, consulting with them and learning from their feedback and evaluations should be given a higher priority. The processes for engaging students are present but have not been effectively utilised
Action Planned	Meetings of the various Student Forums have been included in the Schedule of School meeting. The Programme Dean, in consultation with the Student Adviser, will present a proposal to these meetings to ensure that the process of engaging students is more effectively utilised. This action will also form part of the planned action to address student representation within the various School committees.
Recommendation	Communication systems and support procedures to support learning and teaching are in place and are generally appreciated. At various levels however, they are not utilised as effectively or as timely as they could be: - more attention should be paid to information flows and the maintenance of contacts between all members of the School and University – School managers, Lecturers, support staff, students and tutors:
Action Planned	As noted above, the Programme Dean, in consultation with the Student Adviser, will present a proposal to the Student

	Forums to ensure a better flow of information between all those involved in the educational mission of the School.
Recommendation	Balance between the BCL, BBL and the Law with other disciplines degree programmes should be scrutinised carefully regarding parity of delivery of these programmes, with particular emphasis on the delivery of skills elements such as Legal Writing and Research, and Mooting.
Action Planned	The Programme Board will undertake a review of the Law with other disciplines programmes this year to determine their existing coherence and their long-term viability. The results of the mooting programme in the BBL Criminal Law will be evaluated at the end of the tutorial cycle with a view to its extension to all Criminal Law tutorials.
Recommendation	Improved guidance should be developed for the LLM degree, for example; the selection of thesis topics; and the responsibilities of the student and supervisor
Action Planned	The recently issued LLM Handbook has been improved on the basis of the feedback provided by the students last year and the section on the thesis and supervision has been written to provide a clearer exposition of the process of topic selection and supervision.
Recommendation	The LLM could be considered as a vehicle for providing advanced collaborative educational programmes involving practitioners and academics, further enhancing the relationship between the Law School and the professional community.
Action Planned	As part of the review of the modules offered within the School, consideration will be given to the possible development of "collaborative education programmes" with possible modules being introduced in 2009/10. Such modules could also form an important element of the development of clinical legal education within the undergraduate programmes.
Recommendation	The School's research strategy needs further clarification of the proposal to develop research clusters. Efforts should be made to promote exceptional expertise and exploit combined efforts, including new research centres. Research interests amongst staff should continue to be reviewed and new areas for development identified.
Recommendation	Staff should engage wider university opportunities for inter-disciplinary projects and utilise University and College networks.
Action Planned	The School provisionally adopted a new Research Policy at its June 2008 meeting subject to the approval of the incoming Dean. A final version of the Research policy will be presented to the School during this academic year which should lead to

	the identification of new areas for development and the possibilities for greater inter-disciplinary cooperation.
Recommendation	There is evidence to indicate that the quality review processes are informing the enhancement of teaching, however, there is scope for further improvement, for example, ensuring that student forums meet regularly, and that designated academic staff attend these forums. In addition structures need to be put in place to ensure the systematic feedback of results from the various monitoring mechanisms, to the relevant staff and programme boards, as appropriate.
Action Planned	As noted above, the Programme Dean in consultation with the Student Adviser will propose various changes to the Student Forums to improve their effectiveness. In addition, the Programme Dean will prepare a paper for both Programme Boards on the development of the module quality review process that will include mechanisms to ensure more systematic feedback on the various methods adopted to monitor the quality of the educational provision of the School.
Recommendation	While there are a number of monitoring processes to collate student views, the reviewers would recommend that mechanisms should be developed to further communicate feedback to students on issue that they have raised. Appropriate issues of concern should also be feedback to the relevant Programme Board.
Action Planned	As noted above the Programme Dean in consultation with the Student Adviser will present a paper to the Student Forums on their further development, which will identify mechanisms through which matters raised at these meetings will be forwarded to the relevant committee/individual and how these committees/individuals will feedback to the Student Forums.
Recommendation	The School should develop a strategy to optimise this communications and liaison with the central University systems and facilities.
Recommendation	The Law Programme Office should optimise the liaison with other relevant Schools and Programme Office to ensure that students on joint programmes obtain a very positive learning experience
Action Planned	The Dean, the Programme Dean and the School Manager/Programme Office Director shall develop a communication strategy to develop the relationship between the School (and the Programme Office) and other parts of the University. This strategy will be discussed at the first School Committee meeting of the second semester.
Recommendation	The proposals adopted by the School should be implemented rapidly, including the appointment of a Research Manager or Administrator ….

Action Planned Approved by the School's Budget Committee and graded as a Senior Executive Assistant by the Job Grading Committee, the School may move to appoint a person to this position. A decision on this will be made as the future School Research policy emerges.

3. Recommendations to be implemented within five years

Recommendation	Efforts should be made to ensure more evenness in students' experience of teaching and the administration of modules
Action Planned	The School Committee meeting of June 2008 agreed that there would be a review of all modules in the course of this academic year. As part of that review a series of proposals will be made to implement this recommendation.
Recommendation	There is scope for greater clarity of Lecturer's expectations of students' learning; and more determined adherence to School learning and teaching policies and practices among some Lecturers (tutor meetings and briefings; module guidance and materials; use of Blackboard; feedback to students). These processes will be assisted if the School implements the proposal to develop module teams and rely less on individual academics to deliver modules.
Action Planned	The discussion of the workload allocation model at the June 2008 meeting indicated support for the creation of module teams in the core/qualifying modules. The review of modules to be conducted this year will identify these teams and should lead to a number of improvements in the delivery of modules. The School has already decided that all tutorial materials will be placed on Blackboard as from this year and training will be provided to members of staff unfamiliar with the full range of the services provided by Blackboard. This should lead to greater evenness in students' experience of teaching. The review of modules and the need to include skills training within the programme should lead to greater clarity on what is to be expected of students in each stage of the programmes offered by the School.
Recommendation	More opportunities for and better attendance at School wide discussion of learning and teaching practices and greater sharing of different teaching approaches should be considered (e.g. ongoing, as well as dedicated events, such as a Teaching Away Day)
Action Planned	The School will continue to offer teaching seminars attendance at which will remain voluntary. The development of a Teaching and Learning strategy over the course of this academic year will be facilitated by an Away Day. The implementation of this recommendation will also be affected by the implementation of the following recommendation.
Recommendation	Greater School acknowledgement and better utilisation of University reward systems should be explored to encourage and promote good teaching practice
Action Planned	The Teaching and Learning Committee has already discussed the possibility of introducing a School Teaching Prize to reward excellence in teaching. Further discussion of this will

occur this year and if agreed it will be implemented in 2009/10. The Teaching and Learning Committee has also endorsed the creation of teaching portfolios for all members of staff, and teaching profiles for those seeking promotion. This year will see the further development of this approach, which may include such matters as the peer observation of teaching, a more qualitative approach to the evaluation of teaching etc.

Recommendation The organisation and delivery of tutorials, whilst effective, will benefit from
- greater supervision and leadership by Lecturers
- teaching observation of lectures and tutorials should be continued and monitored; and more interactive exercises in tutorials should be developed and training provided for staff who are unfamiliar with them
- consideration should be given to adjusting the balance of teaching approached by reducing the number of lectures and increasing the number of tutorials
- lecturer participation in the delivery of tutorials would ensure a wider understanding of the students' learning a promote a stronger teaching team ethos

Action Planned The review of the modules offered by the School to be conducted this year will lead to the creation of teaching teams in the core/qualifying law modules. As part of the further implementation of this review, consideration will be given by each teaching team of the role/operation of tutorials within the particular module, which will include a decision on the balance between lectures and tutorials in the module. The development of skills-based training to support the four-year degree programmes offered in the School will lead to more interactive exercises: these have already been introduced into Tort and Contract and training provided to the tutors involved in these modules. The introduction of the Masters in Common Law in 2009/10 will involve undergraduate lectures in the core/qualifying modules and complementary graduate seminars. These seminars will be facilitated by the member of staff responsible for the delivery of the lectures in the particular subject area.

Recommendation The establishment of a personal tutor system would assist students in choosing appropriate options and electives and would also provide a useful first meeting point for careers advice and advice on graduate study.

Action Planned This year each full-time member of staff has been allocated a set number of the incoming first year students, who they will be required to meet either as a group or individually in the first few weeks of the semester. The primary purpose of this is to allow students to identify at least one member of staff as a potential referee. As first years the onus will be on the student to maintain contact with their assigned member of staff. Whilst the member of staff may provide academic advice

and/or career advice, the School is also preparing a Student handbook that will provide advice on module choices and graduate study within the School. It will also work closely with the University Careers Service to develop this aspect of the relationship with the students.

Recommendation Communication systems and support procedures to support learning and teaching are in place and are generally appreciated. At various levels however, they are not utilised as effectively or as timely as they could be:
- the provision of more information should include module expectations and performance; publication of module review results; more frequent contact between Lecturers and tutors;
- module documents, lecture outlines and tutorial materials should be accessible to all teaching staff and monitored by the School's Teaching and Learning Committee

Action Planned As part of the module review referred to above, it is envisaged that there will be greater clarity on staff expectations of students and this will be communicated to students in the module outline. It is proposed that a template will be developed for module handouts that will include information on staff expectations, student expectations, learning outcomes, Blackboard resources, assessment methods and past assessment outcomes. Such information may be incorporated into the Student Handbook that was introduced in September 2008. It is also proposed that there should be a review session between module coordinators and tutors after the completion of the tutorial cycles.

Recommendation The School should consider documenting how the various quality review mechanism, including student feedback and the various School Committees, collectively contribute to the review and enhancement of modules and programmes.

Action Planned As part of the module review and the development of a Teaching Strategy for the School, consideration will be given to all mechanisms within the School, College and University that contribute to the enhancement of the School's programmes and how this information may be recorded.

Recommendation The School should further develop its relationship with the employers of its graduates

Recommendation The School should explore all possibilities to maximise to its advantage, its relationship with the professional legal bodies.

Action Planned The Dean and the Executive Committee, in consultation with the University and College, will consider the appointment of a member of staff on a part-time to fulfil the role of Director of Development. This appointment would be responsible for developing the School's relationships with its alumni, the firms that employ our graduates (both law and others) and for ensuring a good working relationship with the professional

legal bodies both here in Ireland and in the United Kingdom. The Director would report to the School's Development Council and to the Dean on his/her activities.

Recommendation   The School should consider developing seminars whereby staff in the relevant employment sections participate in providing students with insight into the different employment opportunities.

Recommendation   The School should further develop its relationship with the UCD Careers and Appointments Office with a view to providing some dedicated and timely career advice support for its students. It may be possible to achieve this through a College level arrangement in the College of Business and Law.

Action Planned   The School is committed to the development of the Programme Office in Law as a one-stop shop for all student enquiries, including careers advice. The Programme Dean, in consultation with the UCD Careers and Appointment Office and other relevant stakeholders, will seek to develop a bespoke programme of events for law students that would make them fully cognisant of all the career opportunities arising from their study of law. This programme and more general information on careers could be included in the Student Handbook, both undergraduate and graduate.

4. Recommendations not to be implemented

Recommendation	In the context of the new building initiative, the development of a reading room providing library facilities, modelled on library facilities available in some law firms, would provide a core to the Sutherland building. ….
Recommendation	… As part of the development initiatives surrounding the Sutherland Law Building, funding should be allocated to the refurbishment of the Law Library space. …
Action Planned	The School has engaged in extensive consultations on the design of the new building and has decided that for various reasons it should not include any library facilities. The decision can be justified as the new School will be physically closer to the Library but also by the cost of library provision and the future of that provision which will be increasingly computer based. As the new building will have state of the art IT facilities, the absence of a library is not seen as a major disadvantage. Resources raised by the School for the new School building are directed to meet the costs associated with that building and any additional resources generated will be used for academic purposes within the School.
Recommendation	The School should further facilitate and actively promote placement schemes both short term – 10 weeks – and more long term – 6 months – for students as appropriate.
Action Planned	It is not proposed to implement this recommendation as a number of the major law firms already offer a summer placement scheme. Instead the School will seek to develop a practice-oriented module in the context of the development of Clinical Legal Education within the School. The Programme Dean will also continue discussions with various legal firms about the development of this module.
Recommendation	The School Manager should play a leading role in arranging to maximise the services obtained from central University.
Action Plan	The School Manager, who is also Programme Office Director, has ensured that the University is fully aware of the needs of the School in areas within her remit. The communication system that has been put in place has considerably increased the profile of the School within the central University.

B. Category 2 Recommendations – those outside the control of the School

1. Recommendations to be implemented immediately

Recommendation	The University and the Library should review the law section of the library provision with a view to upgrading the study environment for law students. In particular, the provision for the use of laptops by students should be enhanced, for example, improving access to power outlets.
Action Planned	As part of the negotiations with the Library on the allocation of funds to the School, agreement was reached that consultations would be held within the School on the development of the library space allocated to Law. Proposals for the development of this space were sent to the library late in the second semester. Subject to budgetary constraints changes were to be introduced on a phased basis to the law space, for example it was agreed that the space would be painted by September 2008 and additional power points provided.

2. Recommendations to be implemented within one year

Recommendation	The comments provided by external examiners are one of the key inputs to the quality review process. The reviewers would recommend that the University and the School should, as a matter of urgency, put in place procedures to ensure that external examiners reports are received and circulated in a timely way to the Dean of the Law School and module coordinators. It is acknowledged that the new University Policy on External Examiners may address these issues.
Action Planned	The new University Policy on External Examiners provides that the Supervisor of Examinations (i.e. the Dean of Undergraduate Studies) will distribute reports from External Examiners to the Dean of the School, who will in turn distribute the reports to module coordinators. A reply from the Dean of the School will be sent to the Supervisor of Examiners on those issues raised by the reports.
Recommendation	The College, with its two Schools, as a matter of urgency, should establish an IT Committee, in line with University procedures, to coordinate IT development and to provide a formal liaison link with the University IT Support Services.
Action Planned	With effect from 1 September 2008, the School has established an IT Committee and it is currently awaiting nominations from the School of Business to establish the College IT Committee.

3. Recommendations to be implemented within five years

Recommendation	The University needs to recognise the specific law discipline approach to the review of research outputs.

Action Planned	In the implementation of the University's Resource Allocation Model Research Drivers it has been recognised by the Vice President for Research that although bibliometric analysis is the first step in the evaluation of research outputs for some disciplines, including Law, a more reliable method is peer evaluation of research. Such an evaluation will occur within the next five years.
Recommendation	The University should consider putting in place clear incentives to promote the internationalisation strategy, including the two-way movement of students and prepare the graduate for life and work in the global society and economy.
Action Planned	The University has adopted an internationalisation strategy which includes clear incentives that will be supportive of the strategy adopted by the School. Further clarification of these incentives will be the subject of discussions with the International Office, which have yet to be held.

4. Recommendations not to be implemented

C. Category 3 Recommendations – those that require recurrent or capital funding

Recommendation	Budgetary deficits in the Library need to be addressed a matter of urgency. The finance model based on FTEs does not serve the needs of a Law Library. The structures supporting the negotiation of the Law Library budget should be addressed in accordance with recommendations of the Law School Research Committee. … Many of the issues surrounding the library have been identified and addressed by the Law School Research Committee in its Research Actions Document. The Review Group are particularly supportive of suggestions concerning a renegotiation of the Law Library budget within University structures.
Action Planned	The School succeeded in 2007/08 in securing additional resources for the Law Library but recognises that this one-off expenditure is no substitute for a sustainable model for the financing of the Law Library. The University is currently in the process of appointing a new Head of Library Services and once appointed the School will seek a meeting with them to discuss the implementation of this recommendation.
Recommendation	The University should consider putting in place a clear funding model with incentives built in, to support the School in realising its vision and strategic plans.
Action Planned	Discussions with the Registrar led to the following response to this recommendation: "Through the support offered by the University towards the construction of a new School of Law the University has demonstrated its support for the School of Law. The realisation of the School's vision and strategic plans is the School's responsibility and the new RAM drivers on Teaching and Learning and on Research provide a mechanism for the University to offer additional support to the School."

3.   Prioritised Resource Requirements

This section should only contain a list, prioritised by the Quality Improvement Committee, of recommendations outlined in the Review Group Report, which require additional resources. The planned action to address each recommendation with an estimate of the cost involved should also be included:

1. Enhancement of Library resources as identified and addressed by the School's Research Committee in its Research Actions Document.

   The School has already put in place a number of measures to maximise the use of scarce budgetary resources to improve the provision of library resources. However, such measures cannot be considered a substitute to the proper resourcing of the Law Library. The annual Law Library budget has been consistently reduced and now stands at €127000. Given that the library is a primary resource not only for undergraduates but also for a growing graduate research community, the School considers that an annual budget of €175000 would progressively address the problems identified in the School's Research Actions Document.

2. Appointment of Director of Development within the School and provision of administrative support to this person to ensure the creation and development of an alumni database and the organisation of a series of alumni events each year.

   It is envisaged that the Director of Development will be an appointment from the existing academic members of staff. The appointee will be part-time and so will have a reduced workload with respect to teaching and research duties. This would constitute a cost to the School in terms of lost teaching resource and research output. In addition, administrative support will have to be provided to the Director, for example through the appointment of an Executive Assistant. The cost of such an appointment would be €35000 per annum and the cost of the academic member of staff would be €70000. The total costs of €105000 or a percentage of it (e.g. 50%) could be met by the University's Development Office as a close working relationship with that office would be necessary to ensure the success of this position.

3. Appointment of School Research Manager/Administrator to facilitate the implementation of an enhanced Research Policy.

   The Job Grading Committee has graded the position of Research Manager or Administrator at the level of Senior Executive Assistant and this entails a cost to the School of €43000 per annum.

Note: The Quality Improvement Plan should be used at School and College level academic and resource planning activities, to inform funding allocation decisions.