Validation Report

BA Honours in Arts Management
Programme Code: TBC
Banner Code: TBC

Validation Date: 7th October 2016

Panel members

Chairperson
Mr Billy Bennett
Registrar
Letterkenny Institute of Technology
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Panel member 1   (Academic)
Dr Damien Roche
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Tallaght Institute of Technology
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Panel member 2   (Academic)
Dr Denise O'Leary
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Panel member 3   (Industry)
Mr Ken Nugent
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Panel member 4   (Industry)
Ms Ellen Gunning
Director
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IADT
Dr Andrew Power, Registrar, IADT
Dr Josephine Browne, Head of Faculty of Enterprise and Humanities
Dr Therese Moylan, Head of Department of Entrepreneurship
Dr Kevin Wallace, Acting Head of Department of Humanities and Arts
Management
Programme Team

Panel meeting with President, Head of Faculty and Head of Department

The President, Dr Annie Doona outlined the Institute's strategy in the context of recent changes in higher education and how the proposal fits into the objectives going forward. IADT's suite of programmes integrates the key domains of the arts, design, film, digital media, entrepreneurship, technology and applied psychology. These cross disciplinary activities in the creative and cultural sector represent the unique vision and mission of IADT.

The Institute takes in a high percentage of mature students each year and students with specific learning needs. Good support is available to 1st year entrants with the First Year Matters project running for several weeks at the commencement of the academic year, facilitated by staff and current students.

Progression pathways have been built into IADT programmes and this year memorandums of understanding with three FETAC colleges have been signed, with plans in train to sign agreements with another three colleges in the near future.

The Institute has robust recognition of prior learning procedures, outlined in a policy document that is available on the IADT website.

The programme proposal was developed in response to demands from the creative and cultural industries.

Panel meeting with Programme Team – BA in Arts Management

Change of title of programme
This is an existing programme. The proposal is to change the name from BA Honours in Cultural Enterprise to BA Honours in Arts Management. On review, the team felt the title 'Cultural Enterprise' was not self-explanatory and so the decision was taken to change the name of the programme. The term Arts Management still has international currency, and the environment for the arts in general has improved.

Programme content

The programme marries business specifically to the Arts, with students gaining transferable skills for the arts/creative sector. Students learn to develop business acumen and become very entrepreneurial. This is a hybrid programme, mixing event management skills with soft skills for business.

Marketing the programme

It was acknowledged the change in name would require a targeted marketing strategy. An articulation of evidence based demands from industry would be of benefit when marketing the programme to schools for example, where instances of graduate success stories could be highlighted.

Learning outcomes

The language and level of programme and module learning outcomes need to reflect measurable outcomes, with an avoidance of general terms such as 'understand'. The Panel noted the learning outcomes appeared similar to those on the previous version of the programme.

Assessment

The Panel noted some over assessment, with an over reliance on CA work. For example, in year 3, assessment is 100% CA work. It was noted a 5 credit module and a 10 credit module appeared to have the same contact hours indicating that the information should be presented in a different manner.

Module Content
- The emphasis on Accounting and Finance modules over the 4 years of the programme could be reviewed – 30 credits over the programme
- It was noted essential texts for Finance should be included and the texts for Law should be reviewed to reflect the content of the module
- The Panel queried the need for Law modules over the 4 years of the programme – 25 credits over the programme
- Digital PR/Marketing – the inclusion of more marketing planning and evaluation would be of benefit to students. Industry research would suggest that employers are looking for more abilities on the practical side. The team agreed to consider more integration of strategic marketing planning.
- In Year 4 students concentrate on a section of Culture 2025, consider the issues and make a presentation around this.
- Digital Skills – the aim is for digital skills learned to support other modules, and will help students to build up a portfolio.

- Performance – digital storytelling should be made explicit in this module.
- Referencing guidelines should be put up on Blackboard for students to access

Decision of the panel

The panel recommended the validation of the programme, with a condition attached.

The Panel made a list of recommendations for the programme, for consideration by the programme team.

Code		Description	Credits
DLXXX		Bachelor of Arts Honours in Arts Management	240
Validation Date	Friday 7th October 2016		

BA in Arts Management

Conditions

One condition for the BA in Arts Management programme:

1. Revise the programme proposal with a view to reducing the total credits for Finance and Law (currently 30 and 25 respectively). Include more emphasis on other management disciplines, e.g., communications, leadership, HR, marketing, planning, data analysis etc.

Recommendations

The panel made the following series of recommendations for the consideration of the programme team:

1. Clarify the entry requirements for advanced entry, indicating FE level 6 in a cognate area is an entry route.

2. Cleary articulate and show evidence for demand for the programme, from both students and industry.

3. Review the language of the programme and module learning outcomes, to ensure they reflect the level of the programme and include more focused and measurable language, using active verbs.

4. Consider the inclusion of a choice of electives for students on the programme.

5. Consider the use of an appropriate software package, to monitor the placement module, for example, the Student Diary application. Also develop formal contracts between students and the placement providers in industry.

6. Review the approach to assessment, to ensure balance between continuous assessment and exams, and to ensure that students are not over-assessed. Cross modular integrated assessment could also be considered.

7. Ensure reading lists are up to date for modules and are relevant to module learning outcomes.

8. Rewrite the programme learning outcomes to reflect the new programme title – the descriptors need more rigour. A formal statement of graduate attributes could also be included.

9. The length of the programme document was noted – review to distil down content.

10. Review module titles to ensure they accurately reflect the content.

In summing up, the Panel thanked the programme team for their input to the validation process and wished the proposal well for the future.

The Panel recommend the programme to the Academic Council of IADT, taking into consideration the condition and recommendations outlined above.

Panel signatures
Chairperson

Mr Billy Bennett   _____   Date _____

Registrar

Dr Andrew Power   _____   Date _____

Faculty of Enterprise and Humanities

Response

to

Panel Validation Report

BA Honours in Arts Management
Programme Code: DL822
Banner Code: DL822

Validation Date: 7th October 2016

BA in Arts Management

Conditions

One condition for the BA in Arts Management programme:

1. **Revise the programme proposal with a view to reducing the total credits for Finance and Law (currently 30 and 25 respectively). Include more emphasis on other management disciplines, e.g., communications, leadership, HR, marketing, planning, data analysis etc.**

The Faculty of Enterprise and Humanities has reflected on this condition and has adjusted the credits for these subject areas downwards by 5 credits each. The proposed module Critical Legal Studies (year 1) has been replaced with the previously validated module, Introduction to the Music Business; similarly, the proposed Financial Management 3 module (from year 3) has been removed and replaced with the previously validated module, The Music Industry. Both of these modules are management based and take a practical (and CCI sector focussed) approach to the learning and teaching of leadership, planning and marketing within a specific area of the arts sector.

Faculty of Enterprise and Humanities Response

The Faculty of Enterprise and Humanities welcomes this condition and is pleased to review the allocation of credits in Finance and Law respectively with the following module and credit bearing outcome:

Recommendations

The panel made the following series of recommendations for the consideration of the programme team:

Faculty of Enterprise and Humanities Response

2. **Clarify the entry requirements for advanced entry, indicating FE level 6 in a cognate area is an entry route.**

The Faculty of Enterprise and Humanities welcomes this recommendation.

2. Cleary articulate and show evidence for demand for the programme, from both students and industry.

The Faculty of Enterprise and Humanities welcomes this recommendation. The methodology establishing the demand for the programme comprised two concurrent strands of activity. First, prior to developing the programme the Faculty carried out extensive consultations with key external stakeholders to determine the level of demand for the programme. Stakeholder consultation included: employers in the new media and traditional media sector, new media training providers, career guidance teachers, new media academics, IADT graduates. Second, in addition to stakeholder consultation, extensive desk research was undertaken including an analysis of historical and recent, national and regional labour market trends, with particular reference to the cultural and creative industries, ICT and Media sectors. The work of the Expert Skills group provided valuable information and skills projections for the analysis.

Based on the results of projections of skill requirements for the CCI sector, and the feedback from key external stakeholders provided sound evidence of the skills deficit in the CCI sector. There were many positives to be taken from the consultation with stakeholders regarding new media skills demand.

It should be noted that a degree of caution is always prudent when assessing projections. Developing quantified projections of skills deficits for a sector nationally is fraught with difficulty due to the complex, nonlinear interplay between supply and demand both within, and between, economic sectors, as well as demographic factors. Furthermore any number of plausible contingencies (global energy price shock, sharp decline in the value of the dollar, technological developments, new distribution models, developments in intellectual property law, EU case law and directives etc.) could serve to undermine these projections.

Employer external stakeholder feedback pointed to Ireland's strong international reputation as a hub for the technology industry, with one of the highest concentrations of ICT activity and employment in the Organisation for Economic Co-operation and Development (OECD). Employers referred to some of the international IT and new media leaders, from Google and Facebook to Intel who have chosen Ireland as a base for activities. Indigenous Irish technology companies were also cited as making their mark on the world stage. In total, the ICT industry in Ireland currently employs 74,000 people directly and some 200,000 people indirectly. A point made by several employers was that one of the key reasons for the strength of the ICT sector in Ireland is the workforce, which is seen as high-skilled and innovative. The Expert Group on Future

Skills highlights the skills deficits in ICT skills in Ireland and the need to produce graduates with a range of skills for the new economy.

According to an EU report (2011), the European Cultural and Creative Industries (CCI) represent a significant set of industries. Social, cultural and technological changes have helped fuel our thirst and demand for cultural products, new forms of entertainment, distraction, and inspiration. Driven by these changes entirely new industries have emerged (e.g. computer games, web design), older cultural industries have gone from being the preserve of the elite to mass market global industries (e.g. books, high fashion, designer goods), and traditional consumer industries have tried to redesign and repackage what they have always done to suit consumers' desire for culture and creativity. Europe's creative and cultural industries are global leaders and competitive exporters in a wide range of fields. They are the heart of creating Europe's culture and identity, and central to promoting Europe's identity around the world. Moreover they are an aggregate group of industries that in 2009 employed a total of six and half million people in the 30 European countries included in the EU report. The creative industries have come to be regarded as a significant contributor to the Irish economy. The creative and cultural industries include a variety of different related industries. The Innova (2011) definition includes not just 'cultural' industries but also 'creative' industries such as certain types of software work (e.g. new media and computer games). Eurostat reports that the sector has been one of the key European economy drivers over the last four years. In Ireland, the CCI sector employs 77,000 and generates more than €4.7 billion for the economy, EU-commissioned research shows that cultural employment is growing faster than total employment and is of an "atypical" nature. Ireland shows more than a 3% growth rate for the CCI sector long term (Europa Innova Paper No.16:2011). The Innova report shows that clustering is a prominent feature of the CCI sector, and shows Ireland as having important employment CCI clusters. The following areas have been identified as important areas of employment within the CCI sector in Ireland:
- Advertising,
- Specialised Design Activities
- Publishers of Computer Games
- Radio and Television activities executive/advertising
- Print Media

Furthermore, recent reports from the Irish CCI sector are strong on its employment prospects. The film industry forecast almost 5,500 new jobs over the next five years. The Crafts Council of Ireland conservatively estimated 1,800 new jobs while Games Industry Ireland identified the potential to more than double employment to 4,500 by 2015. That's 10,000 new jobs projected for only three spheres of the CCI sector.

This Programmatic Review has provided an opportunity to review the existing course and take into account the labour market projections for the CCI sector. This programme has been reviewed against current and projected labour market skills needs and job opportunities (National Skills Bulletin, July 2014). The degree in Arts Management is uniquely aligned with these core skills needs for the present and the future. By enabling learners and graduates to bring together business nous and acumen with an in-depth knowledge of the cultural and creative industries its students are at the fulcrum of the changing business, digital and creative landscape.

3. **Consider the inclusion of a choice of electives for students on the programme.**

The Faculty of Enterprise and Humanities welcomes this recommendation. The model the Faculty intends to utilise is based on the following:
1) A suite of electives has been identified across the Faculty to facilitate students experience new knowledge and other disciplines from within the Faculty's provision.
2) The modules identified as appropriate for electives, based on pre-requisites and co-requisites are as follows:

- **Enterprise Practice DL823 (10 Credits)**
- **Introduction to Cinema and Cultural Studies DL821/DL837 (10 Credits)**

This is a pilot and the Faculty intends to expand the number of electives available to students.

11. **Consider the use of an appropriate software package, to monitor the placement module, for example, the Student Diary application. Also develop formal contracts between students and the placement providers in industry.**

The Faculty of Enterprise and Humanities welcomes this recommendation. The Faculty has investigated the availability and use of placement software and may invest in a software package following consultations with users of different placement software packages.

12. **Review the approach to assessment, to ensure balance between continuous assessment and exams, and to ensure that students are not over-assessed. Cross modular integrated assessment could also be considered**.

The Faculty of Enterprise and Humanities welcomes this recommendation. The Faculty is reviewing the Assessment schedule to ensure the avoidance of over assessment. The Faculty is reviewing the introduction of cross module integrated assessment.

13.   Ensure reading lists are up to date for modules and are relevant to module learning outcomes.

The Faculty of Enterprise and Humanities welcomes this recommendation and all reading lists relevant to the PLO and Module learning outcomes.

14.   Rewrite the programme learning outcomes to reflect the new programme title – the descriptors need more rigour. A formal statement of graduate attributes could also be included.

The Faculty of Enterprise and Humanities welcomes this recommendation and will review the programme learning outcomes to reflect the new Arts Management title Greater rigour will be placed on the module descriptors. A formal statement of graduate attributes will be further articulated.

15.   The length of the programme document was noted – review to distil down content.

The Faculty of Enterprise and Humanities welcomes this recommendation. It should be noted that the reason for the length of the programme document is due to the fact the document contained the history of the programme including PVC changes over a number of years. This was necessary information and for the attention of the panel. However, the newly validated programme can now be distilled to reflect the recommendation of the Validation Panel.

16.   Review module titles to ensure they accurately reflect the content.

The Faculty of Enterprise and Humanities welcomes this recommendation and is reviewing module titles in the context of Banner requirements and protocols