Terms of Reference

TEP Plenary

Type
Plenary for the Trinity Education Project (TEP).

Purpose
The purpose of TEP Plenary is for the Project Chair to re-articulate to all stakeholders involved in the TEP governance structures the vision of the Trinity Education Project (TEP) and for the Project Chair to maintain an overview of the progress of TEP Steering and the Workstreams in delivering the project plan.

Membership
The Provost is chair of TEP Plenary. The membership comprises the Project Sponsor, Project Manager, members of TEP Steering, members of all four TEP Workstreams, and the representative of the Fellows, Prof Daniel Faas.

Meeting arrangements
Plenary will meet quarterly.
Terms of Reference

TEP Steering Committee

Type

Steering Committee for the Trinity Education Project (TEP).

Purpose

TEP Steering Committee is responsible for tracking the execution of the deliverables of the four Workstreams of Phase 4: Implementation and Mainstreaming of the Trinity Education Project: (i) TEP Transition, (ii) TEP Logistics, (iii) TEP Features, and (iv) TEP Communications. This will be done through monthly workstream reports. It will also monitor the deliverables relevant to the implementation of TEP from two tightly associated projects: (i) Digital Transformation (Director of IT Services, Patrick Magee), and (ii) the Estates Strategy (Bursar/Director of Strategic Innovation), via monthly reports.

It is responsible for ensuring that the delivery of the Trinity Education Project Phase 4 remains on time, within budget and within scope, and for monitoring the risk register.

Scope

The Project Charter for Phase 4: Implementation and Mainstreaming sets out the scope of TEP Steering, articulated through the project plan, i.e., the work programmes of the four Workstreams.

Tasks that are not included in the project plan are out of the scope of TEP Steering Committee. Any request for a change to the project plan should be submitted to the Project Manager who will assess the impact on the project scope, timeline and budget, and identify any benefits and risks and, if appropriate, revise the work programme and project plan. If the changes are significant, the Project Manager will seek the authorisation for these from the Project Sponsor.

Authority

TEP Steering Committee considers and approves recommendations from the four Workstreams. It considers proposed changes to existing policies or procedures, or to new policies and procedures and recommends approval to University Council, and/or to its relevant academic committees and, where necessary, to Board and/or its principal committees. TEP Steering Committee will authorise any significant spending of the TEP budget, such as development costs of Trinity Electives. It will provide quarterly updates to TEP Plenary Committee.
Membership

The Vice-Provost/CAO (who is Project Sponsor) is Chair of TEP Steering Committee. TEP Steering Committee membership is approved by University Council. The membership comprises the Chairs and Leads of each of the four Workstreams, plus the Director of IT Services, the Bursar/Director of Strategic Innovation, SU Education Officer and the Project Manager.

Membership:

- Vice-Provost/CAO (Chair)
- Senior Lecturer/Dean of Undergraduate Studies
- Associate Dean of Undergraduate Science Education
- Manager of Academic Services Division (Michael Slevin)
- Director of Academic Registry (Leona Coady)
- Academic Secretary (Patricia Callaghan)
- Head of Communications (Sally-Anne-Fisher)
- Director IT Services (Patrick Magee)
- Bursar/Director of Strategic Innovation
- SU Education Officer (Aimee Connolly)
- TEP Project Manager (Sheena Brown)

Meeting arrangements

Meetings will take place monthly in the Office of the Vice-Provost/CAO. Papers will be uploaded to BoardPad (or its equivalent), prepared by the Project Manager.

Reporting

TEP Steering Committee will provide quarterly updates to the Plenary Committee chaired by the Provost on progress on the achievement of the high-level deliverables of each of the four Workstreams and flag any high-level risks. The Vice-Provost/CAO as Project Sponsor will provide regular updates to Council.

Resources and budget

TEP is being implemented and mainstreamed within current resources. There will be a small budget available to support the development of the Trinity Electives.

Deliverables

- Completed project plan for Phase 4: Implementation and Mainstreaming within the scope, timeline and budget.

Review

The ToR will be reviewed mid-way through Phase 4, i.e., at the end of the 2018/19 academic year.
Terms of Reference and Work Programme for
Workstream #1 TEP Transition

Type

Workstream of TEP Steering Committee for the Trinity Education Project (TEP).

Purpose

Workstream #1 TEP Transition is responsible for the planning and coordination of transition to conclude the Trinity Education Project in September 2020 such that all of the TEP activities that are to continue beyond the end of the project are mainstreamed within existing, or newly created, functions. The purpose is that the achievements of TEP are maintained and that, over the long term, capacity for continuous change is built into the systems that deliver Trinity’s undergraduate curriculum.

Scope

The work programme for Workstream #1 TEP Transition, which is part of the overall project plan for Phase 4: Implementation and Mainstreaming, based on the Project Charter, sets out the scope of the Workstream. Tasks that are not included in the work programme are out of the scope of Workstream #1 TEP Transition. Any request for a change to the work programme should be submitted to the Project Manager who will assess the impact on the project scope, timeline and budget, and identify any benefits and risks and, if appropriate, will revise the work programme and project plan. If the changes are significant, the Project Manager will seek the authorisation for these from the Project Sponsor.

Authority

Workstream #1 TEP Transition is responsible for executing the tasks required to achieve the deliverables set out in the work programme within the defined timeline. It is responsible for drafting new or amending existing policies, procedures and governance structures that are required for its work programme deliverables to be achieved and maintained, and for bringing these to TEP Steering Committee for approval (which in turn will bring forward to Council/academic committees for approval, as appropriate).

Membership

The Vice-Provost/CAO is Chair of Workstream #1 TEP Transition and the Lead is the ASD Manager. Membership is set out below.
Membership:

- Vice-Provost/CAO (Chair)
- ASD Manager (Michael Slevin) (Lead)
- Senior Lecturer/Dean of Undergraduate Studies
- Director of Academic Registry (Leona Coady)
- Academic Secretary (Patricia Callaghan)
- Operations Manager, Trinity Online Services CLG, (Dr Geoff Bradley)
- Assistant Secretary (Victoria Butler)
- SU Education Officer (Aimee Connolly)
- TEP Project Manager (Sheena Brown)

Meeting arrangements

Meetings will take place monthly in the Office of the Vice-Provost/CAO. Papers will be uploaded to BoardPad (or its equivalent), prepared by the Lead (or nominee).

Reporting

Workstream #1 TEP Transition will report to TEP Steering Committee via monthly progress reports presented by the Workstream Lead on the achievement of the deliverables of its work programme.

Resources and budget

TEP is being implemented and mainstreamed within current resources.

High-level Deliverables

- Trinity Teaching and Learning resources and business processes aligned with the requirements of the new approach to the curriculum.
- Academic Registry resources and business processes aligned with the needs of the new approach to the curriculum.
- Trinity Online Services CLG resources and business processes re-focused so that they align with the requirements of the new approach to the curriculum (e.g. the development of the Trinity Electives).
- University Council academic committees and sub-committees’ Terms of Reference revised or drafted as required.
- Structures in place to ensure TEP achievements maintained over the long term.
- Culture change of continuous improvement effected.

Work Programme

The work programme is as per the attached excel sheet.

Review

The ToR will be reviewed mid-way through Phase 4, i.e., at the end of the 2018/19 academic year.
Workstream #2 TEP Logistics

Type

Workstream #2 TEP Logistics is a workstream of the TEP Steering Committee for the Trinity Education Project (TEP).

Purpose

Workstream #2 TEP Logistics is responsible for solving the logistical and other challenges that arise due to the implementation of TEP (e.g., fixed/stable timetable, examinations within the academic year structure, programme flexibility). Its purpose is to ensure that existing functions are executed better and more efficiently.

Scope

The work programme for Workstream #2 TEP Logistics, which is part of the overall project plan for Phase 4: Implementation and Mainstreaming, is based on the Project Charter and sets out the scope of the workstream.

Tasks that are not included in the work programme are out of the scope of Workstream #2 TEP Logistics. Any request for a change to the work programme should be submitted to the Project Manager who will assess the impact on the project scope, timeline and budget, and identify any benefits and risks and, if appropriate, will revise the work programme and project plan. If the changes are significant, the Project Manager will seek the authorisation for these from the Project Sponsor.

Authority

Workstream #2 TEP Logistics is responsible for executing the tasks required to achieve the deliverables set out in the work programme within the defined timelines. It is responsible for drafting new or amending existing policies and procedures that are required for its work programme deliverables to be achieved and maintained, and bringing these to TEP Steering Committee for approval (which in turn will bring forward to Council/academic committees for approval as appropriate).

Membership

The Senior Lecturer/Dean of Undergraduate Studies is chair of Workstream #2 TEP Logistics and the Lead is the Director of the Academic Registry. Membership is set out below.
Membership:

- Senior Lecturer/Dean of Undergraduate Studies (Chair)
- Director of the Academic Registry (Leona Coady) (Lead)
- ASD Manager (Michael Slevin)
- TEP Project Officer (Mary McMahon)
- Director of Campus Infrastructure (Mike Clark)
- Head of Operations, Academic Registry (Jennifer Pepper)
- Education Support Officer, Trinity Teaching & Learning (Marie McPeak)
- SU Education Officer (Aimee Connolly)
- TEP Project Manager (Sheena Brown)

Meeting arrangements

Meetings will take place monthly. Papers will be uploaded to BoardPad (or its equivalent), prepared by the Lead (or nominee).

Reporting

Workstream #2 TEP Logistics will report to TEP Steering Committee via monthly progress reports presented by the Workstream Lead on the achievement of the deliverables of its work programme.

Resources and budget

TEP is being implemented and mainstreamed within current resources.

Deliverables

- A new fixed/stable timetable.
- A timetable that uses available physical spaces in an optimal way to minimize under-utilization.
- Logistical challenges of examinations in the new academic year structure solved.
- Programme flexibility enabled (including 2nd/3rd subject, Trinity Electives and Approved Modules).

Work Programme

The work programme is as per the attached excel sheet.

Review

The ToR will be reviewed mid-way through Phase 4, i.e., at the end of the 2018/19 academic year.
Terms of Reference

Workstream #3 TEP Features

Type

Workstream of TEP Steering Committee for the Trinity Education Project (TEP).

Purpose

Workstream #3 TEP Features is responsible for delivering the seven key differentiating characteristics for its undergraduate curriculum through which a Trinity Education will be known: (i) Co-curriculum Reflection, (ii) Culture Change - Assessment, (iii) Trinity Electives, (iv) Trinity Approved Modules, (v) “Capstone for Every Student”, (vi) “1 in 2 of students do a global placement/exchange”, and (vii) Trinity employability and leadership awards/scholarships. Its purpose is to ensure that this package of features is delivered which will make a Trinity Education truly distinctive.

Scope

The work programme for Workstream #3 TEP Features, which is part of the overall project plan for Phase 4: Implementation and Mainstreaming, based on the Project Charter, sets out the scope of the Workstream.

Tasks that are not included in the work programme are out of the scope of Workstream #3 TEP Features. Any request for a change to the work programme should be submitted to the Project Manager who will assess the impact on the project scope, timeline and budget, and identify any benefits and risks and, if appropriate, will revise the work programme and project plan. If the changes are significant, the Project Manager will seek the authorisation for these from the Project Sponsor.

Authority

Workstream #3 TEP Features is responsible for executing the tasks required to achieve the deliverables set out in the work programme within the defined timelines. It is responsible for drafting new or amending existing policies and procedures that are required for its work programme deliverables to be achieved and maintained, and bringing these to TEP Steering Committee for approval (which in turn will bring forward to Council/academic committees for approval, as appropriate).

Membership

The Associate Dean of Undergraduate Science Education is Chair of Workstream #3 TEP Features and the Lead is the Academic Secretary. Membership is set out below.
Membership:

- Associate Dean of Undergraduate Science Education (Chair)
- Academic Secretary (Lead)
- Registrar
- Senior Academic Developer, CAPSL (Ciara O’Farrell)
- Trinity Electives Champion (Prof Declan O’Sullivan)
- Senior Lecturer/Dean of UG Studies
- Associate Dean of Research (Prof Andrew Bowie)
- Manager for International University Partnerships, Global Relations (Niamh Burke)
- Director of Careers (Orla Bannon)
- SU Education Officer (Aimee Connolly)
- TEP Project Manager (Sheena Brown)

Meeting arrangements

Meetings will take place monthly. Papers will be uploaded to BoardPad (or its equivalent), prepared by the Lead (or nominee).

Reporting

Workstream #3 TEP Features will report to TEP Steering Committee via monthly progress reports presented by the Workstream Lead on the achievement of the deliverables of its work programme.

Resources and budget

TEP is being implemented and mainstreamed within current resources. There is a small budget available to support the delivery of the Trinity Electives of which spending will need the approval of TEP Steering.

Deliverables

The seven TEP ‘Features’ will be delivered, as follows:

- Co-curriculum reflection enabled for all UG students in a semi-formal way
- Culture Change – Assessment (i.e., effecting a cultural change around assessment that will lead to a reduction in the number of summative examinations)
- Trinity Electives
- Trinity Approved Modules
- “Capstone for Every Student”
- “1 in every 2 students do a global placement/exchange” (i.e., that specific milestones are reached under TEP phase 4 that will contribute to the target defined under Global Relations Strategy 3 being achieved)
- Trinity employability and leadership awards/scholarships.

Work Programme

The work programme is as per the attached excel sheet.
Review

The ToR will be reviewed mid-way through Phase 4, i.e., at the end of the 2018/19 academic year.
Terms of Reference

Workstream #4 TEP Communications

Type

Workstream of TEP Steering Committee for the Trinity Education Project (TEP).

Purpose

Workstream #4 TEP Communications is responsible for communicating about TEP to all stakeholders: students, academic staff, professional staff, alumni, donors, employers, government agencies, prospective students and their parents, and the public. It will ensure that national and EU marketing strategies are aligned with TEP activities and formulate a communications strategy around the new TEP features. It will also be responsible for launching the Trinity Education at project end, September 2020. Its purpose is to ensure project success through effective communication.

Scope

The work programme for Workstream #4 TEP Communications, which is part of the overall project plan for Phase 4: Implementation and Mainstreaming, based on the Project Charter, sets out the scope of the Workstream.

Tasks that are not included in the work programme are out of the scope of Workstream #4 TEP Communications. Any request for a change to the work programme should be submitted to the Project Manager who will assess the impact on the project scope, timeline and budget, and identify any benefits and risks and, if appropriate, will revise the work programme and project plan. If the changes are significant, the Project Manager will seek the authorisation for these from the Project Sponsor.

Authority

Workstream #4 TEP Communications is responsible for executing the tasks within the defined timelines required to achieve the deliverables set out in the work programme.

Membership

The Provost is chair of Workstream #4 TEP Communications and the Lead is the Head of Communications. Membership is set out below.


Membership:

- Provost (Chair)
- Head of Communications (Sally-Anne Fisher) (Lead)
- Director of Marketing (Beibhinn Coman)
- Head of Digital (Maura Horan)
- SU Communications Officer (Paraic McLean)
- Prof Ciaran Simms, School of Engineering
- Prof Martine Cuypers, School of Histories and Humanities
- Prof Laurent Muzellec, Trinity Business School
- Prof Joe Harbison, School of Medicine
- Head of Service, Academic Registry (Phil Suffield)
- School Administrative Manager (Olive Donnelly)
- TEP Project Administrator (Dan Ferrick)
- TEP Project Manager (Sheena Brown)

Meeting arrangements

Meetings will take place 6-weekly. Papers will be uploaded to BoardPad (or its equivalent), prepared by the Lead (or nominee).

Reporting

Workstream #4 TEP Communications will report to TEP Steering Committee via monthly progress reports presented by the Workstream Lead on the achievement of the deliverables of its work programme.

Resources and budget

TEP is being implemented and mainstreamed within current resources.

Deliverables

- Stakeholder engagement plan compiled and executed.
- National/EU/International marketing aligned with TEP activities in UG curriculum.
- Communication strategy compiled and delivered around TEP Features.
- Successful launch of Trinity Education – September 2020.

Work Programme

The work programme is as per the attached excel sheet.

Review

The ToR will be reviewed mid-way through Phase 4, i.e., at the end of the 2018/19 academic year.
Roles in TEP Governance for Phase 4: Implementation and Mainstreaming

Project Chair
The Provost is the Project Chair with overall authority over the Trinity Education Project governance. The Project Chair is also the escalation point for the Project Sponsor for any issues that the Project Sponsor is unable to resolve.

Project Sponsor
The Vice-Provost/Chief Academic Officer is the Project Sponsor and Chair of the TEP Steering Committee. The Project Sponsor (and not the TEP Steering Committee) is the escalation point for the Project Manager and for the Chairs of Workstreams for any issues that cannot be resolved (with the exception of Workstream #1 TEP Transition which the Vice-Provost/CAO chairs and for which the Project Chair is his escalation point). The Project Sponsor is responsible for ensuring that the project plan deliverables for TEP Phase 4: Implementation and Mainstreaming are achieved successfully in accordance with the Project Charter.

Project Manager
The Project Manager is responsible for ensuring that the project plan based on the Project Charter remains within the timeline, scope and budget, and for the management of the risk register. She is responsible for managing change requests to the project plan and for seeking authorisation from the Project Sponsor for any significant changes. She prepares and circulates documentation for TEP Steering, and prepares Interim Reports for the University Council.

Workstream Chairs
Workstream Chairs chair the workstream committees and are responsible for articulating the overall objectives of the Workstream. They ensure the committee meets and addresses the workprogramme, and are ultimately responsible for the achievement of the deliverables of the Workstream within the timeline. They are the escalation point for Workstream members for any issues that cannot be resolved in the delivery of Workstream sub-projects.

Workstream Leads
Workstream Leads are responsible for supporting the Workstream Chairs in ensuring the deliverables of the Workstream work packages are achieved within the timeline. They are responsible for reporting on progress on the achievement of their deliverables to TEP Steering. They work with the Chair to prepare the Workstream agendas and circulate (or nominate someone to do so) the documentation for Workstream meetings.