



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

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Quality Committee

29 March 2023, 2.30 – 4.30pm

College Boardroom, Trinity Business School

Quality Committee minutes	
Present	Professor Orla Sheils, Vice-Provost/Chief Academic Officer (Chair); Professor Sylvia Draper, Dean of STEM; Ms. Patricia Callaghan, Academic Secretary; Ms. Roisin Smith, Quality Officer; Professor Martine Smith, Dean of Graduate Studies; Ms. Breda Walls, Director of Student Services; Ms. Vickey Butler, Assistant Secretary; Mr. Patrick Magee, Corporate Services Division (CSD); Ms. Julia Carmichael, Chief Risk Officer; Professor Gizem Arikan, AHSS representative; Ms Jessie Kurtz, Deputy Librarian; Ms. Zoe Cummings, Education Officer, TCDSU; Professor Breiffni Fitzgerald, STEM representative; Mr Shashwat Khandelwal; PG representative.
Apologies	Professor Brian O' Connell, Dean of Health Sciences (HS); Professor David Shepherd, Senior Lecturer/Dean of Undergraduate Studies; Professor Gail McElroy, Dean of Arts, Humanities and Social Sciences (AHSS); Professor Dirk Van Damme; Professor Emma Stokes, Vice-President for Global Engagement; Ms. Orla Cunningham, Chief Operating Officer; Professor Jan de Vries, HS representative.
In attendance	Mr Loughlin Deegan, Director of the Lir for <i>QC/22-23/035 - Implementation Plan for the review of the Lir Programmes</i> Ms Orla Bannon, Director of the Careers Service for <i>QC/22-23/037 Quality Review of the Careers Service</i>

Agenda items	Key points arising from discussion	Actions/Decisions
New members		The Vice-Provost/Chief Academic Officer welcomed Mr Shashwat Khandelwal to the meeting. Mr Khandelwal is the PG student representative on the QC for the remainder of 2022/23 academic year.
QC/22-23/033 – Quality Committee minutes 23 January 2023		Decision QC/22-23/033.1: The QC minutes of the 23 January 2023 were approved.
QC/22-23/034 – Matters arising	<ul style="list-style-type: none"> • <i>QC/22-23/025 - Annual Quality Report to QQI 2021/22</i> The Annual Quality Report to QQI 2021/22 was approved by Council on the 8th February 2023 and by Board on the 22nd February 2023, and submitted to QQI on the 24th February 2023. • <i>QC/22-23/026 Review of Professional Diploma in Further Education (PDE (FE)) at Marino Institute of Education (MIE)</i> The Dean of Graduate Studies spoke to a revised Quality Improvement Plan for the MIE PDE (FE), included on the agenda as item B.2. • <i>QC/22-23/027 Quality Risk Register - updated approach to Quality Committee and Risk Management</i> included on the agenda as item A.5 • <i>QC/22-23/029</i> The Quality Office underwent a review from the 21 – 23 February 2023. The draft report is currently undergoing fact-checking. • <i>QC/22-23/030</i> The launch of the IEM is delayed due to the requirement for an approval mechanism and agreement of appropriate levies. IUA QC discussed at length and QO will report when there is an update. 	
QC/22-23/035 Implementation Plan for the Quality Review of the Lir	<ul style="list-style-type: none"> • A Working Group, chaired by the Academic Secretary, has developed a proposal for a new Trinity-Lir joint academic oversight committee (see QC/22-23/036). • Work is continuing with the Student Counselling Service and the College Disability Service to improve the experience of students studying in the Lir. An Anti-Racism Policy was published in early 2023 and a Disability 	Decision QC/22-23/035.1: The Quality Committee recommended the Implementation Plan for the Lir to Council for approval.

Agenda items	Key points arising from discussion	Actions/Decisions
	<p>Policy is in the pipeline. A new Director of Equality and Access has been appointed.</p> <ul style="list-style-type: none"> • A review of UG programmes will be undertaken in 2023/24, the format to be agreed with the Quality Office. • Planned staff appointments will allow the incoming Director of the Lir to focus on strategic development. • The Library will continue to work with the Lir to support its staff and students. 	
<p>QC/22-23/036 Proposed Trinity-Lir Joint Academic Oversight Committee</p>	<ul style="list-style-type: none"> • The proposed Trinity-Lir Joint Academic Oversight Committee takes into consideration the nuanced relationship between the Lir and Trinity. • The joint Academic Oversight Committee addresses the issue of succession planning arising from the imminent retirement of the current academic Director, Prof. Brian Singleton. 	<p>Decision QC/22-23/036.1: The Quality Committee recommended the proposed Trinity-Lir Joint Academic Oversight Committee to Council for approval.</p>
<p>QC/22-23/037 Quality Review of the Careers Service</p>	<ul style="list-style-type: none"> • The Careers Service plans to work with the new Data Analytics and Strategic Initiatives Unit (DAaSI) Unit to integrate 'Careers' data into the institutional data collection and analysis process. • The embedding of Careers in the postgraduate renewal project is welcomed but ways to address the low uptake of the Careers development module by postgraduate students needs to be considered. • A more focussed engagement with Trinity's professional services, aligned with strategic objectives, will be considered. • A name-change for the Service that reflects all stakeholders is being considered • The Careers Service supports research students and provides information to undergraduate students on careers in both research and enterprise. • Where dedicated expertise in the Careers service is not available, project teams are established to work across projects. • The Careers Service regularly engages with the TBS careers team to exchange ideas, and participates in careers events organised by the TBS. 	<p>Decision QC/22-23/037.1: The Quality Committee recommended the review of the Careers Service to Council for approval.</p>
<p>QC/22-23/038 Quality Committee and Risk Management</p>	<ul style="list-style-type: none"> • Ownership of quality risks must be agreed by everyone involved in the risks, and interdependencies must be considered. 	<p>Action: QC/22-23/038.1 The Quality Committee recommended that the</p>

Agenda items	Key points arising from discussion	Actions/Decisions
	<ul style="list-style-type: none"> • Our definition of quality will determine what risks are categorised as ‘quality risks’. • For simplicity, any risks included in the existing six risk categories of the College Risk Appetite Statement should be flagged as ‘quality’ risks rather than creating a seventh ‘quality’ category. • Training for the Quality Committee on the new Risk Management Enterprise system will be required. • A two-pronged approach to the consideration of quality risks is required – the agreement of a Risk Appetite Statement and the finalisation of systems to support risk. Further work is required on this and will determine how the Quality Committee engages with Risk and what training is required for members. 	<p>proposal be re-considered in the light of the Quality Committee discussion, and that a revised proposal be brought forward at a later date.</p>
<p>QC/22-23/039 Any other business</p>	<p>There was no other business</p>	
<p>QC/22-23/040 Implementation Plan - CINNTE review</p>	<p>The draft implementation plan is awaiting final approval by College Officers. The format provided by QQI has been amended so that context around the recommendations can be provided.</p>	<p>Action QC/22-23/040.1 The final CINNTE Implementation Plan to be submitted to the next Quality Committee meeting for noting</p>
<p>QC/22-23/041 Revised MIE PDE (FE) Quality Improvement Plan</p>	<ul style="list-style-type: none"> • The response by MIE to the change request addresses all of the points raised by Trinity. • No changes will be made to the programme structure until the impact of semesterisation has been evaluated. MIE will report back to Trinity on this after 12 months. 	<p>Decision QC/22-23/041.1 The Revised MIE PDE (FE) Quality Improvement Plan was approved by the Quality Committee, with an update to be provided in 12 months.</p>

Appendix 1

Implementation Plan for the LIR Programmes review – March 2023		
Recommendation	Responsibility and action required	Timeframe
Benchmarking		
Setting and monitoring KPIs to support long-term goals around global reach and reputation.	<p>The Lir's Board will continue to work with the Executive to oversee the implementation of the Lir's current Strategic Plan 2022 - 2026. In doing so the Lir can continue to consider how the implementation and measurement of the Strategic Plan can continue to drive the Academy's ambitions, including:</p> <ul style="list-style-type: none"> • Its global reach and growing international reputation • The delivery of new academic programmes starting with those already identified in the Plan • The Capital Development needs of the Academy needed to drive these ambitions 	<p>The delivery of the Strategic Plan will continue to be measured over the five-year life of the plan, with formal presentations to the Board on an annual basis.</p>
Develop a new course development strategy including, potentially, practice-led PGR offerings.		
Develop an estates strategy to appropriately resource any new courses.		
Curriculum, academic and practice standards, quality assurance of teaching and learning:		
Review existing programmes, their content and scheduling to meet more fully contemporary industry needs.	<p>Both Undergraduate Degree programmes will be reviewed over the course of the 2023/24 academic year with a view to addressing issues identified during the Quality Review, including:</p> <ul style="list-style-type: none"> • The workload on both courses • Whether the courses continue to meet the needs of industry • How learning outcomes can be consolidated across modules • Ensuring all written assessment are a necessary means of assessment and are appropriate to individual learning outcomes. 	September 2023 - September 2024

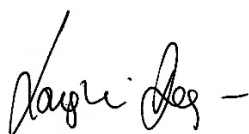
Recommendation	Responsibility and action required	Timeframe
<p>Review the messaging to students around the opportunities advanced via the Foundation Diploma Acting. Work to widen the diversity of the cohort.</p>	<p>The Director of Actor Training & Postgraduate Study and the Foundation Diploma Course Director will work to address any misconception of the core learning opportunities presented by our Foundation Diploma and ensure students have a clearer understanding of progression routes available from the course, including to non-acting-specific courses</p>	<p>September 2023 - September 2024</p>
<p>Review learning outcomes and assessment processes, including written assignments, in each undergraduate curriculum.</p>		
<p>Consider offering a MFA in Costume Construction and Supervision and a MFA Theatre Producing.</p>		
<p>Work with TCD Library to ensure it responds to the changing needs of the Lir's staff and students.</p>	<p>Members of the Lir's Senior Management Team (including the Director of Administration, Director of Technical Training and Director of Actor Training & Postgraduate Study) will continue to work across Trinity, including with the Library and HR Department, to ensure the Lir's staff and teachers are fully supported in the delivery of all modules and classes</p>	<p>September 2023 - September 2024</p>
<p>Make higher education teaching training, such as a Postgraduate Certificate in Teaching and Learning in Higher Education, available to Lir teaching staff.</p>		
<p>Map, review and expand international networks to enhance student experience, and staff and institutional ambition.</p>		

Recommendation	Responsibility and action required	Timeframe
Academic Governance		
<p>To support future global ambitions, there is scope to augment the current Board with expertise from: (i) international conservatoire networks; and (ii) digital/AR/VR sectors.</p>	<p>The composition of The Lir's Board is beyond the Terms of Reference for the Quality Review, however, the Board will reflect on the comments of the reviewers when next reviewing its skills matrix.</p>	
<p>Invite additional TCD senior staff to join the Lir's Board.</p>		
<p>There should be consideration of Lir membership of TCD UG and PG Studies committees to ensure a joined-up process.</p>	<p>The Academic Secretary has convened a Working Group to bring forward proposals for a new Academic Governance Structure for The Lir considering the learnings across the Quality Review process. This new structure will include a determination on the Lir's engagement with relevant Trinity committees and the ongoing role of the Academic Director.</p> <p>When resources allow, the Lir will appoint a Head of Academic Affairs (without Course Director responsibilities) who is not a member of the Senior Management Team, as recommended by the Quality Review.</p>	<p>March 2023 - October 2024</p>
<p>The proposed new senior staff member in charge of teaching and learning should be a 'Head of' role rather than a 'Director', which implies a strategic role.</p>		
<p>The Head of Teaching and Learning should have oversight of the academic operations of all taught courses but should not be combined with the role of Course Director of the Bachelor in Acting.</p>		

Recommendation	Responsibility and action required	Timeframe
<p>A clear workload allocation (or equivalent) should be affirmed, ascribed and recognised within any future Academic Director's home School's workload allocation model and/or distribution of leadership roles.</p>	<p>As above</p>	<p>March 2023 - October 2024</p>
<p>Student experience:</p>		
<p>Evaluate how TCD's student services – especially in the areas of pastoral support, well-being and mental health – are communicated to all members of the Academy.</p>	<p>Members of the Lir's Senior Management Team (including the Director of Administration, Director of Technical Training and Director of Actor Training will work to improve the structures we have in place to support all our students by prioritising the following:</p> <ul style="list-style-type: none"> • continue to work with the Student Counselling Service to ensure the full range of their supports are available to our students. • continue to offer students access to a TCD counsellor in the Lir building outside of teaching hours • deliver bespoke resilience training workshops, delivered by the Student Counselling Service, throughout the academic year on all undergraduate programmes. • working with the Disability Service to offer additional supports to disabled and neurodiverse students, including in-house access to Occupational Therapists, more specific accommodations on LENS reports and improvements to the physical infrastructure including the introduction of sensory rooms • expanding the range of training available to our staff including anti-racism training and Safe-to-Create training. • appointing a Director of Equality & Access to lead on making the Lir more accessible and more welcoming to all. • launching and implement an Anti-Racism policy in 2023, a Disability Policy in 2024 and a review of our existing Gender Quality Policy (also in 2023). • maximising the potential of our nascent Diversity Ambassadors programme 	<p>February 2023-July 2024</p>
<p>The Lir should invest in conservatoire-specific, in-house, student counselling supports.</p>		
<p>Pastoral student supports should be professionalized and embodied in accountable roles.</p>		
<p>EDI and similar training should be mandatory for all Lir staff– and desirable for all Lir students –and that a communication strategy should be evolved around this.</p>		
<p>There is a need to grow a wider network of more diverse role models for students.</p>		

Recommendation	Responsibility and action required	Timeframe		
Networks:				
The Lir leadership team might also consider more engagement with European networks of peer institutions and trainers.	The appointment of a Director of Acting Training & Postgraduate Study will allow the new Director to focus on growing the Lir's international reputation. The Lir will review its existing communications plans taking account of the findings of the Quality Review.	May 2023 - September 2024		
Attention could be paid to an improved communications plan.				
Additional recommendations extracted from 'Questions' section of the Quality Review Report:				
The review team would encourage the Lir staff to consider whether, alongside the new post of Head of Learning and Teaching, there is also a new Head of Student Experience, that is also part of the leadership team, and a Student Support Officer.	In addition to the initiatives outlined above, The Lir will also: <ul style="list-style-type: none"> • Implement the Asimut scheduling software from April 2023 • Establish a Staff Student Council in 2023/24 • Continue to implement all relevant Trinity policies including Fitness to Study • Work to address The Lir's longer term Capital Development needs as outlined in our Strategic Plan 2022-2026 	2023-2026		
Consideration might be given to establishing a Student Partnership Committee to mobilise the student voice in key initiatives such as learning support and longer-term programme and institutional development.			The Lir's staffing structure is outside the Terms of Reference of the Quality Review.	
Investment in Asimut will support a culture of better planning and clearer and more consistent student communication.				

Recommendation	Responsibility and action required	Timeframe
<p>It may be useful to review the relevant TCD policies [on Fitness to Study and Mitigating Circumstances] to ensure that they are inclusive of the Lir's distinctive learning cultures and accessible to its students.</p>	<p>As above</p>	<p>2023-2026</p>
<p>The current estate and facilities are not that of a world leading drama academy. Gaps include more and better-equipped spaces, including studio spaces, and consideration of a proscenium space, resourcing for screen acting, office space for permanent (full time and part time) and visiting staff, and appropriate quiet and social spaces.</p>		



Director of the LIR:

Date: 23.3.23



AHSS Faculty Dean:

Date: 22/3/23