Terms of Reference
for
Postgraduate Renewal Programme Governance

1.0   Steering Committee

Type
Steering Committee for the Postgraduate Renewal Programme.

Purpose
Responsibility for strategic oversight of the Postgraduate Renewal Programme rests with the Steering Committee.

The Programme's Steering Committee is responsible for monitoring and tracking the execution of the deliverables of the work packages associated with the Renewal Programme: (i) Postgraduate Taught Renewal; (ii) Postgraduate Research Renewal; (iii) Systems and Processes; (iv) Triple-*I* Relationships; (v) Student Experience; (vi) Staff Experience.

It is responsible for overseeing the strategic development of the programme's plan and ensuring that the delivery of the Renewal Programme remains on time, within scope, within budget and that risks are appropriately managed.

Scope
All tasks approved within the Postgraduate Renewal Programme plan and work packages are within the scope of the Steering Committee.

Activities related to undergraduate education or student activity are out of scope of the Steering Committee. Tasks that are not included in the programme plan are out of the scope of the Steering Committee. Any request for a change to the programme plan, as outlined in the Work Packages, should be submitted to the Programme Director who will assess the impact on the programme scope, timeline and budget, and identify any benefits and risks and, if appropriate, revise the work programme and programme plan. If the overall effect of any proposed change is significant, the Programme Director will seek the authorisation for these from the Programme Sponsor, and through the Programme Sponsor, from the Steering Committee.

Authority
The Postgraduate Renewal Programme Steering Committee considers and approves recommendations from the six Work Package Sub-Committees. It considers proposed changes to existing policies or procedures and considers 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.

Membership
The Vice-Provost (who is Programme Chair) is Chair of the Steering Committee. The membership of the Steering Committee is approved by University Council. Membership comprises the following:

- Programme Sponsor / Dean of Graduate Studies
- Chair, PG Taught Renewal Work Package / Professor Gail McElroy, Dean of AHSS
- Co-Lead, PG Taught Renewal Work Package / Professor Richard Reilly (STEM)
- Co-Lead, PG Taught Renewal Work Package / Professor Ashley Clements (AHSS)
- Chair, PG Research Renewal Work package / Dean of Research
- Lead, PG Research Renewal Work package / Professor Rachel McLoughlin (STEM)
- Co-chair, Systems & Processes Work package / Director of IT Services
- Co-chair, Systems & Processes Work package / Director of Academic Registry
- Lead, Systems & Processes Work Package / Head of Business Support & Planning, Academic Registry
- Chair, I^3 Relationships Work Package / Professor Brian O'Connell, Dean of HS / (HS)
- Lead, I^3 Relationships Work Package / Fedelma McNamara, Director of Internationalisation

- Chair, Student Experience Work Package / Dean of Students
- Lead, Student Experience Work Package / Director of Student Services
- Chair, Staff Experience Work Package / Professor David Hevey, (AHSS)
- Lead, Staff Experience Work Package / Professor Mary Hughes, (HS)
- Dean of STEM
- Academic Secretary
- PG Student Representative / GSU President
- Programme Director, Postgraduate Renewal Programme
- Assistant Academic Secretary, Graduate Education

Meetings of Steering will be deemed quorate on the basis of representation from four of the six Work Packages and chaired by either the Programme Chair or Programme Sponsor or nominee.

Meeting arrangements
Meetings will take place monthly. Papers will be circulated in advance of each meeting, prepared by the Programme Director and uploaded to the Programme's Microsoft Teams site.

Reporting
The Steering Committee will provide regular updates to the Provost and University Council on progress on the achievement of the high-level deliverables of each of the six Work Packages and notify any high-level risks.

Resources and budget
Proposals presenting the scope of Horizon 2 and 3 will include full resource and budget requirements.

Review
The Terms of Reference will be reviewed following completion of Horizon 1, and in advance of Horizon 2.

2.0   Working Group of Leads

Type
Working Group of Leads and Programme Director.

Purpose
The Working Group of Leads, chaired by the Programme Sponsor, will review and consider all matters associated with delivery of the implementation plan and identify those items to be reported and/or escalated to Steering for consideration.

Scope
The scope of the Working Group of Leads is delivery of each Horizon's implementation plan, and associated interdependencies.

Deliverables
The Working Group of Leads will track the progress of all elements of the varied projects across the Work Packages and Programme Team and will

a.   compare actual to planned progress.
b.   identify, resolve if possible, and escalate issues that may prevent the implementation plan from staying on schedule and within budget.
c.   agree items to be brought to the attention of the Programme's Steering Committee.

Membership
Chaired by the Programme Sponsor, the membership of the Working Group of Leads comprises the following:

- Programme Sponsor / Dean of Graduate Studies
- Co-Lead, PG Taught Renewal Work Package / Professor Richard Reilly (STEM)
- Co-Lead, PG Taught Renewal Work Package / Professor Ashley Clements (AHSS)

- Lead, PG Research Renewal Work package / Professor Rachel McLoughlin (STEM)
- Lead, Systems & Processes Work Package / Head of Business Support & Planning, Academic Registry
- Lead, I^3 Relationships Work Package / Fedelma McNamara, Director of Internationalisation
- Lead, Student Experience Work Package / Director of Student Services
- Lead, Staff Experience Work Package / Professor Mary Hughes, (HS)
- Programme Director, Postgraduate Renewal Programme

All Work Packages should be represented at each meeting of the Working Group. In order for the meeting to be quorate, five of the six Work Packages should be represented. Work Package Leads may nominate a Work Package member to participate in the Work Group if they are unable to attend a particular meeting.

Meeting arrangements
Meetings will take place monthly. Papers will be circulated in advance of each meeting, prepared by the Programme Director, and uploaded to the Programme's Microsoft Teams site.

3.0   Work Packages and their Sub-Committees

Type
Work Packages for the Postgraduate Renewal Programme.

Purpose
Within their respective domains, each Work Package is charged with fundamentally re-evaluating postgraduate education at Trinity and the student experience for postgraduate students ensuring that their bespoke needs are met.

Scope
The scope of each Work Package is determined by a rigorous and systematic review of all aspects of Graduate Education including but not limited to academic, administrative, and structural aspects and interactions with all internal and external stakeholders. Identification of digital infrastructure needs and opportunities, specific to the postgraduate space is within the scope of each Work Package.

Delivery of other cross-cutting systems is outside the scope of the Programme but is a programme key dependency.

Deliverables
The deliverables of each Work Package will be articulated in the Work Plan (see Appendix 1) approved for each Horizon, and further developed in the associated implementation plan.

Membership
The designated Chair and Lead of each Work Package will invite (academic, research and professional) staff to be members of their Work Packages, ensuring appropriate representation across the College, to drive the delivery of relevant renewal activities and inform recommendations brought forward to the Steering Committee. Proposed membership of each Work Package should be approved by the Programme Sponsor in the first instance.

Meeting arrangements
Meetings will take place monthly, and more regularly if required. Papers will be circulated in advance of each meeting and uploaded to the Programme's Microsoft Teams site.

Reporting
All Work Packages will report into the Programme Steering Committee through the Work Package Chair and Lead.

Resources and budget
Proposals presented for scope of Horizons 2 and 3 will include full resource and budget requirements.

Review
The Terms of Reference will be reviewed following completion of Horizon 1, and in advance of Horizon 2.

4.0   Postgraduate Student Forum

The purpose of the Postgraduate Student Forum is to ensure that postgraduate students can directly engage with the Programme and its six Work Packages (see Appendix 2 below) on delivering Horizon 1 - exchanging ideas, discussing issues, finding, and considering possible solutions - ultimately aimed at improving the postgraduate student experience. Postgraduate research and taught students will be invited to participate.

5.0   Circle of Critical Friends

The establishment of a Circle of Critical Friends is provided for at the appropriate time. This Circle will include trusted external advocates who will ask provocative questions, provide insights to consideration of matters through another lens, and offer critique of planned and achieved programme delivery.

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon Academic Years	H1* 2022-23	H2 (INDICATIVE) 2023-24; 2024-25	H3 (INDICATIVE) 2025+	Enabling
FINANCIAL				
Internal awards	A full review of the existing internal awards, to develop a coherent and equitable award scheme proposal that provides equal rewards across all types of competitive schemes, while reflecting the disciplinary needs of each School.	Launch of revised award scheme	Evaluation, expansion through dedicated philanthropy and commercial revenue initiatives	**Equitable and fair experience for all students funded through internal award schemes**
Non-EU fee income PGR students	Model financial impact of removing non-EU fees for PhD students. Develop proposal and recommendations	Implement outcome of approved recommendations	Implement outcome of approved recommendations	**Trinity can recruit excellent students in competition with other universities and deliver on its research agenda**
Fee top-up	Determine cost of waiving fee top up for grants/fellowships that do not cover full fees.	Propose recommendations on management of fee differential	Implement outcome of approved recommendations	
Direct payment for teaching	Determine cost to Schools of direct payment for teaching undertaken by postgraduate research students and propose recommendations on models for payment.	Implement outcome of approved recommendations	Implement outcome of approved recommendations	**Schools can deliver curriculum requirements and students can access necessary pedagogical experience**

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon Academic Years	H1* 2022-23	H2 (INDICATIVE) 2023-24; 2024-25	H3 (INDICATIVE) 2025+	Enabling
LIFECYCLE				
Marketing & Recruitment	Pilot to review and refresh marketing course content on School webpages (3x Schools)	Extend marketing initiative across all Schools	Evaluate impact	**Effective marketing strategies recruit excellent students from diverse backgrounds to deliver on the university's commitment to a diverse and inclusive student community, where PG students account for one third of the student body.**
Admissions requirements	Review of English Language Requirements for postgraduate programmes, including capacity to link to student trajectory	Make recommendations on future strategic direction in relation to language requirements, language support needs and language evaluation approaches.	Implement and evaluate recommendations	**Programmes recruit students who can be supported to achieve their potential regardless of language background**
Application & Admissions	Review and Articulate Roles & Responsibilities for all stakeholders in application and admissions process.	Application Form: Redesigned application form based on end-to-end process review mapped to stakeholder requirements aligned to programme offering with management reporting.	Deliver transformative structural, digital and process change.	**Seamless, integrated, flexible, digital infrastructure aligned to programme needs, with automated management reporting at key transition points and visibility for staff and students, with minimal reliance on manual interventions.**
	Application Form: Review of end-to-end process mapped to stakeholder requirements aligned to programme offering including management reporting.			
Orientation	Review and enhance Orientation programme for PGR students registering in September, January, March, July across all campus sites.	Implement and evaluate enhanced Orientation Programme. Specify requirements for digital / portal infrastructure.	Deliver transformative structural, digital and process change.	
	Continue to deliver PG Orientation online, to build on increased reach seen during Covid.			
	Include mental, physical, and social wellbeing guidance in orientation.	Evaluate impact.		
Registration	Review of protocol and process for approval of third-party funders/sponsors.	Implement process to streamline third party funders/sponsors	Deliver transformative structural, digital and process change.	

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon Academic Years	H1* 2022-23	H2 (INDICATIVE) 2023-24; 2024-25	H3 (INDICATIVE) 2025+	Enabling
	Analyse opportunities to create greater flexibility for students wishing to go off books (eg, for maternity leave).			
Appeals	Clarify current Appeals Process in Calendar, PG handbooks, Course Handbooks and use standardised terminology.	Identify desired improvements to current Appeals Process and present proposal to Committee for approval.	Deliver transformative structural, digital and process change.	
Graduation	Data analysis to map drivers impacting on graduation experience.	Standardise 'graduation' experience for all PGT		All students feel equally valued by the university

STRUCTURED PHD AND DOCTORAL PROGRAMMES				
Thesis Committee	Review current practices, disciplinary needs and revise thesis committee guidelines as needed	•Maximise best practice for role of Thesis Committee. •End-to-end process review mapped to updated requirements with fully automated management reporting for key stakeholders	Deliver transformative structural, digital and process change.	A world-class Triple I PhD experience and doctoral/research student experience, delivering highly skilled independent researchers, equipped to tackle the challenges of the coming decades, underpinned by flexible digital infrastructure with fully automated management reporting, robust and supportive quality assurance processes and transparent and effective supervision processes that enable students to fulfil their potential and deliver impactful research.
Modules	Maximise opportunities for PGR students to engage with available modules, ie, module enrolment, links to information, module coordinator contact details etc.	Deliver transformative structural, digital and process change.		
	Review policy on sharing of modules by UG and PG students and identify scalable system requirements.			
Annual Progress Report	Review and standardize current requirements and guidelines for annual report	Maximise best practice for use of annual progress report as a learning support for students.	Deliver transformative structural, digital and process change.	
	Review effectiveness of annual report in feedback loop from student-thesis committee			

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon Academic Years	H1* 2022-23	H2 (INDICATIVE) 2023-24; 2024-25	H3 (INDICATIVE) 2025+	Enabling
Annual Progression	Review and standardize process for annual progression of PGR students	End-to-end process review of annual progression, and specification of user requirements with automated management reporting for long-term digital solution.	Deliver transformative structural, digital and process change.	
Confirmation Process	Review and standardize current requirements and guidelines for confirmation process for PGR students	Confirmation Process: end-to-end process review and specification of user requirements for fully automated process and management reporting.	Deliver transformative structural, digital and process change.	
Viva voce	Review and standardize current requirements and guidelines for students and examiners for Viva Voce.	Thesis Examination: end-to-end process review mapped to updated user requirements with fully automated management reporting for key stakeholders.	Deliver transformative structural, digital and process change.	
Supervision	Review and enhance current guidelines for supervision of postgraduate students (research and taught)	Ensure all students are provided with guidelines on supervision at annual registration	Students and staff are aware of expectations and responsibilities within the supervision relationship.	
	Develop model for student-supervisor best practice contract, outlining expectations and responsibilities of both parties	Pilot student-supervisor best practice contract outlining expectations and responsibilities of both parties. Review and propose recommendations.	Mainstream the student-supervisor contract across Schools (if approved).	
	Formalize current supervision training schedule. Analyse effectiveness of existing offering and identify training needs.	Develop plan and implement training programme for new supervisors.	Mainstream supervision training	
	Bench-mark best practice in supports for conflict management and resolution in supervisory relationships		Implement robust supports for staff and students to minimise risk of conflict and effectively support conflict resolution within the supervision relationship.	
		Develop structured supports for conflict management and resolution in supervision relationship.		

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon Academic Years	H1* 2022-23	H2 (INDICATIVE) 2023-24; 2024-25	H3 (INDICATIVE) 2025+	Enabling
Teaching commitments	Develop guidelines clarifying the nature of activities that are considered appropriate for research students in consultation with Schools and make available to students and supervisors.	•Evaluate impact. •Identify user system requirements to capture and report on student activity.	Deliver transformative structural, digital and process change.	
	Ensure clear, best-practice based information about expectations of students and the process of allocation of teaching responsibilities are provided to students through a single source of 'truth' in each School.	Evaluate impact	Deliver transformative structural, digital and process change.	
	Propose structure to formally recognise students' contribution to and skill in demonstration, for inclusion on CV.	Identify user system requirements to capture and report on student activity.	Deliver transformative structural, digital and process change.	
Information management	Design and provide Handbook Template to Schools for PGR students to enhance consistency of information on institution-wide policies/practices/supports.	•Evaluate impact. •Identify user system requirements to provide School Handbooks via portal.	Deliver transformative structural, digital and process change.	
Sustainability	Scale green lab initiative for deployment across all labs.	Rollout Green Lab initiative across all labs.	Evaluate Impact.	

TRIPLE I				
Interdisciplinary	Review and identify best practice and lessons learnt from existing interdisciplinary challenge-based awards, and current interdisciplinary initiatives.	•Bring forward recommendations for integrating sustainable interdisciplinary experiences into programmes of study and research. •Identify user requirements for processes and systems to fully support activity.	Deliver transformative structural, digital and process change.	**All postgraduate students will have opportunities to access interdisciplinary, international and intersectoral experiences as part of their programme of study and/or research.**

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon Academic Years	H1* 2022-23	H2 (INDICATIVE) 2023-24; 2024-25	H3 (INDICATIVE) 2025+	Enabling
International	Mapping of current international postgraduate student activity and identification of further opportunities for embedding in postgraduate education taught and research programmes.	•Bring forward recommendations for integrating sustainable international experiences into programmes of study and research. •Identify user requirements for processes and systems to fully support activity.	Deliver transformative structural, digital and process change.	
Intersectoral	Mapping of current opportunities for internships and review of possible models aligned to an employer engagement strategy. Identification of graduate skillsets required by employers and relevant national and international sectoral policy drivers.	•Bring forward recommendations for integrating sustainable intersectoral experiences into programmes of study and research aligned to societal needs. •Identify user requirements for processes and systems to fully support activity.	Deliver transformative structural, digital and process change.	

CURRICULUM				
Academic Integrity	Ensure effective alignment with Academic Integrity Working Group	Align with Academic Integrity Working Group in development of policy and resources to support best practice.	Align to implementation and review cycle.	
Dissertation	Review models for taught dissertation requirements to align with disciplinary needs and bring forward recommendations for consideration.	Implement approved recommendations.	Evaluate impact.	**Quality assured excellence in next generation teaching and learning, responsive to discipline needs and external drivers, underpinned by an**
New course development	Develop resources to support course proposal development, in particular for online course proposals. Streamline and enhance processes for course proposal development.	Identify user process and system requirements for curriculum management digital system.	Deliver transformative structural, digital and process change.	

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon Academic Years	H1* 2022-23	H2 (INDICATIVE) 2023-24; 2024-25	H3 (INDICATIVE) 2025+	Enabling
Quality assurance	Review roles and responsibilities for management of external examiners of PGT programmes to align with UG process.	• Implement fully integrated management of external examiners across all taught programmes. • Identify user process and automated system requirements for quality assurance processes.	Deliver transformative structural, digital and process change.	**appropriate digital infrastructure and rooted in an ethos of sustainability as a bedrock of our activities**
	Benchmark best practice for cyclical review of postgraduate taught programmes	• Develop a policy for cyclical review of postgraduate taught programmes for consideration. • Identify user process and system requirements for quality assurance processes within curriculum management digital system.	Implement outcome of approved policy supported by digital infrastructure.	
Sustainability	Develop new sustainability module	Deliver new sustainability module integrated into curriculum offering and available to PGR and PGT students.	Evaluate impact.	

STUDENT & STAFF EXPERIENCE				
Communication	Analyse and understand how to communicate with postgraduate students effectively.	Design a blueprint for an information portal hub for postgraduate students containing all relevant College policy, procedures, processes, guidelines, timelines.	Deliver transformative structural, digital and process change.	
	Identify solutions / options to delivering an integrated and seamless service to postgraduate students			
Community	Run Research Factor '3 Minute Thesis' twice yearly	Evaluate impact.		
	Needs analysis of physical social spaces for postgraduate students.	Develop recommendations for addressing the bespoke needs identified.	Business plan approval to deliver approved recommendations.	

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon Academic Years	H1* 2022-23	H2 (INDICATIVE) 2023-24; 2024-25	H3 (INDICATIVE) 2025+	Enabling
	Mapping of current College events that contribute to creating connection and community amongst the postgraduate student cohort and recommendations for promotion and enhancement.	Develop recommendations for new initiatives to enhance a sense of community.	Implement recommendations	A culture of service excellence rooted in the student journey and embedded in our ways of working, delivering a distinctive postgraduate community that effectively supports students and staff.
	Identify opportunities to integrate external contributors and adjunct staff into the Community.		Implement recommendations	
Student Supports	Include information on language support to be included with pre-arrival info in Welcome Guide.	Evaluate impact.		
	Include information on Plagiarism in Welcome Guide; PG Handbooks and Course Handbooks	Evaluate impact.		
	Include guidance on accessing the health service in Ireland in International Student Handbook	Evaluate impact.		
	Mapping of current student supports, use, and recognised needs.	Needs analysis of projected student needs, including those of students engaged on short units of learning (eg, MC, RPL etc.)	Business plan approval to deliver approved recommendations.	
	Develop quality assurance principles driving efficient and streamlined administrative processes.	Apply principles to business process and systems design for future digital business process projects.	Evaluate impact.	
	Raise awareness of the PGR Skills for Success, the bi-annual transition programme for PGR students developed in 2020.	Needs analysis for PGR skills training.	Implement recommendations	
	Raise awareness of PhD students about current training in presentation skills and identify opportunities for students to present to peer groups.			

Appendix 1: Programme Overview: Work Plan by Horizon

Horizon	H1*	H2 (INDICATIVE)	H3 (INDICATIVE)	Enabling
Academic Years	2022-23	2023-24; 2024-25	2025+	
Service & Administration	Benchmark best practice in service excellence in a university setting.	Diagnose issues and challenges and develop recommendations for design solutions ensuring the right people deliver the right activities to best meet student and staff needs.	Business plan approval to deliver approved recommendations.	

* Work Plan for Horizon 1 as approved by University Council, May 4, 2022

Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

**Postgraduate Renewal Programme
Governance Structure**

University Council

Programme Director: Leona Coady

Graduate Studies Committee

**Postgraduate Renewal Programme
Steering Committee**

Chair: VP/CAO
Sponsor: Dean Graduate Studies

PG Student Forum

Working Group of Leads

**Work Package 1:
PGT Renewal (Taught)**

Chair: Prof G McElroy
Lead: Profs R Reilly/A Clements

**Work Package 2:
PGR Renewal (Research)**

Chair: Dean of Research
Lead: Prof R McLoughlin

**Work Package 3:
Systems & Processes**

Chair: Directors ITS/AR
Lead: Mr P Hynes, AR

**Work Package 4:
I³ Relationships**

Chair: Prof B O'Connell
Lead: Ms F McNamara

Work Package 5: Student Experience
Chair: Dean of Students   **Lead**: Director of Student Services

Work Package 6: Staff Experience
Chair: Prof D Hevey   **Lead**: Prof M Hughes