



TUS

**Technological University of the Shannon:
Midlands Midwest**

Ollscoil Teicneolaíochta na Sionainne:
Lár Tíre Iarthar Láir

www.tus.ie

**Scoil Ealaíne agus Deartha Luimnigh
Limerick School of Art and Design**

An Roinn Na hEalaíona Digiteacha agus na Meáin

Chumarsáide

Department of Digital Arts and Media

Report of External Validation Panel

External Validation Panel, 16th June, 2022

for the

Master of Arts in Creative Leadership Practice

Embedded Awards:

Graduate Diploma in Arts in Creative Practice,

Postgraduate Certificate in Leadership: Communications & Digital
Transformation;

Postgraduate Certificate in Leadership: Inclusion & Action Research;

Certificate in Facilitating Collaboration and Change – Changed to Module

1.0 INTRODUCTION

This report outlines, in summary form, the proceedings of the external validation visit for the proposed **Master of Arts in Creative Leadership Practice** and embedded awards, **Graduate Diploma in Arts in Creative Practice, Postgraduate Certificate in Leadership: Communications & Digital Transformation; Postgraduate Certificate in Leadership: Inclusion & Action Research; Certificate in Facilitating Collaboration and Change – to be changed to a Module**, and the findings and conclusions of the External Validation Panel on 16th June 2022. The external validation visit was undertaken in accordance with Section 3 of the LIT document '*Academic Council Regulations and Procedures for Taught Programmes (ACRP): Academic Year 2021/2022*'. (The ACRP document is available on the LIT website.) An external validation panel makes an independent impartial judgement on a programme proposal.

2.0 GENERAL INFORMATION

2.1 Higher Education Provider

Institute:	TUS: Midlands Midwest
Faculty:	Limerick School of Art and Design
Department:	Digital Arts and Media
Date of Visit:	16 th June 2022

2.2 Programmes Evaluated

2.2.1 Programme

Award Title:	Master of Arts in Creative Leadership Practice
NFQ Level:	Level 9
ECTS Credits:	90
Format:	Master's Degree
Delivery Mode:	Full-time/Part-time
Duration:	1.5 years/1 year
Contact:	Mr James Greenslade/Dr. Marie Walsh
Start Date:	October 2022

2.2.2 Programme

Award Title:	Postgraduate Diploma in Arts in Creative Leadership Practice
NFQ Level:	Level 9
ECTS Credits:	60
Format:	Postgraduate Diploma
Delivery Mode:	Full-time/Part-time
Contact:	Mr James Greenslade/Dr. Marie Walsh
Start Date:	October 2022

2.2.3 Programme

Award Title: Certificate in Leadership: Communications and Digital Transformation
NFQ Level: Level
ECTS Credits: 30
Format: Certificate
Delivery Mode: Full-time
Contact: Mr James Greenslade/ Dr. Marie Walsh
Start Date: October 2022

2.2.4 Programme

Award Title: Change Leadership- (Module)
NFQ Level: Level
ECTS Credits: 10
Format: Module
Delivery Mode: Full-time
Contact: Mr James Greenslade/ Dr. Marie Walsh
Start Date: October 2022

2.2.4 Programme

Award Title: Postgraduate Certificate in Leadership: Inclusion & Action Research
NFQ Level: Level 9
ECTS Credits: 30
Format: Certificate
Delivery Mode: Full-time
Contact: Mr James Greenslade/ Dr. Marie Walsh
Start Date: October 2022

2.3 Panel of Experts

Name	Affiliation
Prof. Marie Parker-Jenkins	Prof. Emeritus of Education (Chairperson)
Ms. Valerie Renehan	MTU Crawford College of Art and Design
Mr. Scott Cavanah	Bradley University, Illinois, US
Mr. Dermot Casey	Irish Research & Development Group
Ms. Stephanie O Shea	Tipperary County Council
Ms. Gillian Boland	Student Representative – apologies

2.4 Institute Staff

Vice President Academic Affairs & Registrar	Dr. Terry Twomey
Head of Department of Digital Arts and Media	Mr. James Greenslade
Programme Leader	Dr. Marie Walsh

3.0 FINDINGS AND RECOMMENDATIONS OF EXTERNAL VALIDATION PANEL

3.1. Main Findings

The External Validation Panel of Assessors recommends approval of the proposed **Master of Arts in Creative Leadership Practice** and associated Embedded Awards:

- Postgraduate Diploma in Creative Leadership Practice;
- Postgraduate Certificate in Leadership: Communication & Digital Transformation;
- Postgraduate Certificate in Leadership: Social Responsibility & Action Research;
- Change Leadership-Special Purpose Award – Changed to Module

3.2. Conditions

- 3.2.1 Revisit the programme documentation, with an emphasis on the programme name, in order to strengthen the programme profile. Define explicitly and at an earlier point in the documentation, what *Creative Leadership Practice* is, and examine the language used around this (noting that 'change' leadership is not interchangeable with creative leadership).
- 3.2.2 Amend and update the programme document to correct the Change Leadership Certificate as currently listed in the programme document to be a programme module (as intended by the programme team).
- 3.2.3 Remove the need to stipulate specifically named software in the programme and instead ensure that software is regularly updated to reflect the needs of the programme.
- 3.2.4 Ensure uniformity and consistency across the programme documentation as recorded on Module Manager; that includes corrections so that exit award titles match the APS titles.
- 3.2.5 Check all assessment arrangements, especially where 100% CA is also listed as summative assessment in modules (e.g. Applied Research Dissertation; Communications, Context & Cultures).

3.3. Recommendations

- 3.3.1 Identify how the programme differentiates itself from 'leadership' programmes elsewhere, in order to highlight and capitalise on its unique selling points.
- 3.3.2 Clarify within the programme document the role of "*visiting lecturer*", rather than '*mandated guest lecturer*'. This should include explicit clarification regarding the visiting lecturer relationship to teaching and assessment.
- 3.3.3 Build-in an annual review and feedback process to allow for course adjustment at each stage. This also provides students an opportunity to evaluate their own career trajectory.
- 3.3.4 Make more explicit the philosophy and values inherent in the programme.
- 3.3.5 Articulate further within the modules, how "*Creativity*" is both included and evaluated. This is not uniformly detailed in current module descriptors.
- 3.3.6 Strengthen module descriptors, refining language to provide specific explanations and reduce broad general language. Incorporate the passion and energy that was apparent from the programme designers.
- 3.3.7 Showcase and promote the significant experience of the programme team in terms of their own creative leadership success.
- 3.3.8 Clearly explain the entry pathways to all qualifications, and also in respect of Recognition of Prior Learning.

3.4 Commendations and Observations

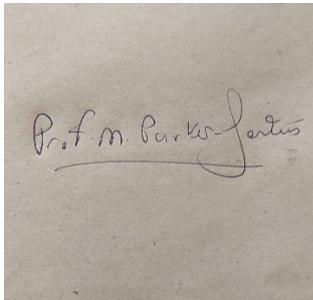
- 3.4.1 The panel commends the LSAD, Department of Digital Arts and Media and the Programme team for the development of an innovative programme, creating further learning opportunities at postgraduate level.
- 3.4.2 The panel commends the presentation provided on the day and noted that it was impressive and comprehensive.
- 3.4.3 The panel commends the evident skills mix, expertise and enthusiasm of the programme team.

3.4.4 The panel commends the letters of recommendation and evidence of market research.

3.4.5 The panel commends the concept and philosophy of *Creativity and Leadership* and its significant potential.

3.4.6 The panel commends the regional balance provided by offering the programme in Clonmel and welcome the expansion of this programme.

Professor Marie Parker-Jenkins,

A photograph of a handwritten signature in cursive script on a piece of light-colored paper. The signature reads "Prof. M. Parker-Jenkins" and is underlined.

Aug 8, 2022