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

Quality Committee	
Meeting Date	Thursday 30 January 2025 │ 14.00 – 16.00 │ Trinity Board Room
Present	Ms Victoria Butler, Secretary to the College/Director of Governance (Chair), Professor Orla Sheils, Vice-Provost/Chief Academic Officer, Professor Vincent Wade, Senior Lecturer; Professor Brian O'Connell, Dean of Health Sciences; Prof Graeme Watson, Head of School Representative; Mr Grant Goodwin, Quality Officer; Mr Patrick Magee, Director IT Services; Miss Jessie Kurtz, Deputy Librarian; Professor David O'Regan, STEM Representative; Dr Cormac Kennedy, HS Representative; Ms. Breda Walls, Director of Student Services. Ms Anne Marie O'Mullane, Deputy Secretary Secretary's Office; Mr Eoghan Gilroy, Education Officer TCD SU; Mr Finn Horgan, Postgraduate Student Representative; Dr Katie O'Connor, Faculty Administrator STEM
Apologies	Ms. Patricia Callaghan, Academic Secretary; Professor Martine Smith, Dean of Graduate Studies; Professor Carmel O'Sullivan, Dean AHSS; Professor Sylvia Draper, Dean STEM; Professor Emma Stokes, Vice President for Global Engagement; Professor David Fennelly, AHSS Representative; Ms. Julia Carmichael, Chief Risk Officer.
Vacant	External Member
Visitor/In - attendance	- Dr Michael Cleary-Gaffney (Secretary) - Ms Seana Lynch, Quality Office - Professor Laurent Muzellec, Dean Trinity Business School, Mr David Byrne, Director of Accreditation & QA for *QC/24-25/025*. - Professor Deborah Kelleher, Director of RIAM, for *QC/24-25/027* Implementation Plan – Royal Irish Academy of Music. - Ms Leticia Peralta, Quality Projects Officer for *QC/24-25/029* for Thematic Analysis of Quality Review Recommendations from 2022/23 and 2023/24.

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	Key points arising from discussion	**Actions/Decisions**
Introduction to new members	Mr Grant Goodwin, Quality Officer Mr Finn Horgan, Postgraduate Representative	

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QC/24-25/023 Quality Committee minutes		**Decision QC/24-25/23.1** The QC minutes of the 07th November 2024 were approved.
QC/24-25/024 Matters arising from the minutes	The following items were approved by Council on the 20th November 2024: QC/23-24/016.1: Institutional Review Report – Royal Irish Academy of Music QC/23-24/017.1: Progress Report – Thematic Review of Student Mental Health Services QC/24-25/018.1: Accreditation Report - International Accreditation of Counselling Services QC/24-25/019.1: Progress Report – Trinity Careers and Development Service QC/24-25/020.1: Progress Report – Academic Affairs QC/24-25/021.1: MIE Attendance Policy and Procedure The following Agenda items were approved by College Board on 04th December 2024 QC/23-24/016.1: Institutional Review Report – Royal Irish Academy of Music QC/24-25/023.1: RIAM Non-Academic Policies	
**QC/24-25/25 Quality Review Report – Trinity Business School	The Dean of Trinity Business School (TBS), Professor Laurent Muzellec provided an overview of the key findings from the Quality Review of TBS. Within the Review Report, the reviewers noted a number of commendations relating to the School's undergraduate and postgraduate strategy, the undergraduate and	**Decision QC/24-25/25.1** The Quality Committee recommended the Trinity Business School Quality Review Report to Council for approval.

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	postgraduate teaching and learning, the provision and ranking of the Executive Education programmes and the School's management and governance of finances. The review panel made a number of recommendations: i. **Strategic Planning**: The panel recommended that TBS develop a communication plan to ensure that all stakeholders are aware of the objectives/priorities and actions outlined in the TBS Strategic Plan "*Transforming Business for Good.*" The panel also recommended that TBS develop an Implementation Plan which outlines those responsible for actioning strategic priorities, timelines, resourcing plans and KPIs to measure progress in achieving same. The TBS Dean noted that work is underway in developing both a communication and implementation plan. ii. **Enhanced Communications of Promotion and Support**: The Panel noted that TBS staff indicated that they were not fully aware of the criteria required for promotion and difficulties in getting promoted internally. Quality Committee member noted that challenges related to promotions exist across College. Trinity HR is examining reward, recognition and planning for professional staff and during 2024 there was a Senior Academic Promotions call. iii. **Trinity Business School Brand**: The Panel recommended that the TBS build upon the Trinity brand rather than working on the TBS brand as a separate element. The TBS Dean noted that TBS, unlike other Business Schools in comparable Higher Education Institutions, makes explicit reference to Trinity in the naming of the School.	

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	iv. **Executive Education and On-Learning**: The Panel recommended that TBS develop new accredited academic programmes and modules which are underpinned by strategic and organisation analysis. The TBS Dean noted that TBS will be developing an implementation plan related to Executive Education provision. The TBS Dean noted that TBS is accredited by AACSB, AMBA and EQUIS, each of whom conduct rigorous reviews of TBS. The TBS Dean noted that the recommendations from the School Quality Review mirror the recommendations from the EQUIS accreditation review conducted in January 2024. The TBS Dean proposed that given that TBS undergoes a rigorous accreditation process, that in future, that TBS be exempt from undergoing School reviews. The Vice-Provost/CAO noted that several Schools across College must satisfy the accreditation processes of their respective professional statutory and regulatory body and are required to conduct School Reviews. The Vice-Provost/CAO noted that Schools have autonomy in devising the scope of a School Review so that external reviewers only review and provide commentary on particular areas the School wish to focus on and not on elements which are reviewed by accreditation bodies. Members of the Committee queried reference to the recommendation about a fit-for-purpose Virtual Learning Environment (VLE) and what currently exists in the School. The Dean of TBS noted that while undergraduate and postgraduate students have access to BlackBoard and Canvas, learners on Executive Education programmes did not have similar VLE access. The Vice-Provost/CAO noted that a working group had examined the	

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	efficacy of the current VLE provision and had made a number of recommendations which are now being considered. Members noted the recommendations in relation to the payment of external faculty. The TBS Dean noted that the College's policies and procedures in relation to payment of adjunct staff on Executive Education programmes presents challenges. The delivery of these customised on-demand programmes can be dependent upon specific expertise of external staff who work externally to the University in the private sector. The TBS Dean noted that the process for paying these adjunct staff an agreed fee which is not aligned to the current casual pay fee can be time consuming as the School are required to apply for derogations on a case by case basis. The Dean of TBS suggested that given the unique circumstances of these programmes if the College's Policies in this regard could be reviewed. Members queried the governance in relation to the capping of non-EU students in Global Business and BESS programmes. The Vice-Provost/CAO stated that capping of students was agreed in consultation with the respective Schools, the Vice-President of Global Engagement and with the Vice-Provost/CAO. Quality Committee members commended TBS on a positive Quality Review Report. TBS will now develop an Implementation plan to address the recommendations outlined in the Quality Review Report.	
QC/24-25/026 Quality Review Report – The Secretary's Office	The Secretary to the College/Director of Governance, Ms Victoria Butler provided a verbal overview of the key findings from the Quality Review of the Secretary's Office (SO).	**Decision QC/24-25/26.1**:

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	The Reviewers noted a number of commendations and highlighted that the SO is a highly capable and responsive team which provides advice on complex governance, legal and compliance issues. The Reviewers made ten recommendations which were either applicable to the whole unit or specific to units within the SO. Three recommendations were of particular interest and the SO are keen to progress. These include: i. **Strategic Positioning/Branding**: The reviewers noted that the current naming of the SO is not reflective of the remit of the office. The Reviewers recommended that the name of Unit be changed to better reflect the actual areas of responsibility. ii. **Prioritisation**: Due to increased legislative and regulatory obligations, the SO workload/activities has increased. The Panel recommended that the Office prioritise work in order of importance. In parallel, the Panel recommended that the Unit reviews what activities the unit could deprioritise or cease in a given year. iii. **Use of Technology**: The Panel recommended that the Unit utilise assistive technology and automation to improve workflows and processes. In particular, the Panel recommended that the SO explore the use of AI assistants/chatbot to answer queries users may have. The Secretary to the College/Director of Governance noted that the use of a case management system would assist with the revision of University policies and in particular	The Quality Committee recommended the Secretary's Office Quality Review Report dated 22nd January to Council for approval.

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	to better ascertain the impact of one policy change/legislative requirement on other policies. In response to a query about the reliability of information from AI assistants in operating as a source of truthful information which is specific to Trinity, the Secretary/Director of Governance noted that the use of the chatbot would be limited to addressing routinely asked general queries specific to Trinity and would not act as a source of truth for matters which are of a complex nature. The Director of Student Services noted that Academic Registry was examining the use of chatbots in their provision of service and recommended that the Secretary's Office engage with Academic Registry with the potential of sharing resources. Quality Committee members commended the SO on a positive Quality Review Report. The Secretary's Office will now develop an Implementation plan to address the recommendations outlined in the Quality Review Report.	
QC/24-25/027 Implementation Plan – Royal Irish Academy of Music	The Director of the Royal Irish Academy of Music (RIAM), Professor Deborah Kelleher presented a high-level overview of the implementation plan arising from the recommendations from the RIAM Institutional Review. The Director noted that RIAM had developed an implementation plan to address each of the nine recommendations. The Director provided an overview on the implementation of four specific recommendations.	**Decision QC/24-25/027.1**: The Quality Committee recommended the Royal Irish Academy of Music Implementation Plan dated 22nd January to Council and Board for approval.

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i. RIAM will embed across all its programmes, the creative aspects of music making. The Director noted that this recommendation mirrors a recommendation arising from the programme review of its undergraduate programme. The Director noted that conservatives, which RIAM is, typically trains students in music performance with an exclusive focus on classical music. Conservatoires are now evolving by expanding the scope of music genres taught on their programmes and providing students with the opportunity to develop their creative skills in regard to composition and improvisation. The Director noted that RIAM will endeavour to broaden its scope of music genres taught within programmes and enable students more agency to be creative in their music making. ii. RIAM is committed to developing a research centre. The Director noted that conservatoires are traditionally not research-led. Strengthening RIAM's research capacity would require a cultural change in RIAM. Staff would need to be supported and provided with dedicated research time. The Director noted that RIAM will explore whether future appointments to RIAM will be offered either teaching-only contracts or teaching- and scholarship-contracts. RIAM is currently developing its new Institutional Strategic Plan which will inform its future research strategy. iii. RIAM will examine the feasibility of developing a new CPD course targeted towards those who teach music in higher education. iv. The Director noted that the RIAM Director is the only RIAM staff member that attends both RIAM Board and the Associated College Degrees Committee (ACDC). The Review Panel noted that this situation poses a risk,	

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	as the RIAM Director is the single touch point between both governance committees. The Director noted that electing members onto Board from the ACDC would not be fair. The Vice-Provost/CAO suggested that RIAM consider electing a member of staff from Trinity. She noted that one of Trinity's Linked Providers currently has a number of Trinity staff on its Board.	
QC/24-25/028 Proposal to transfer the responsibility for overseeing quality of non-academic units and governance to the Secretary's Office.	The Secretary to the College/Director of Governance, Ms Victoria Butler spoke to the proposal to separate the quality assurance and enhancement of education and research from compliance aspects of the quality function and non-academic Quality Reviews. Ms Butler stated that the impetus for the proposal stemmed from recommendations from the 2022 Institutional Review. Ms Butler stated that it is proposed that oversight of quality assurance and enhancement related to education and research reside with the Academic Services Division. It is proposed that the Secretary's Office will oversee the compliance aspects of the Quality function and all non-academic Quality Reviews and required reporting. The Quality Committee will remain as a compliance committee of both Board and Council. The proposal outlines that the Quality Committee will be co-chaired by the Secretary to the College/Director of Governance and the Vice-Provost/CAO. At present, the Quality Committee is chaired by the Vice-Provost/CAO. Ms Butler stated that if the proposal is approved, that it will not impact the Terms of Reference of the Quality Committee. Ms Butler confirmed that if a unit's primary function is the delivery of education and research, but a compliance requirement is of non-academic nature, the Secretary's office will oversee the compliance and associated reporting.	**Decision QC/24-25/028.1:** The Quality Committee recommended memorandum from the Secretary to the College/Director of Governance dated 10th January to Council and Board for approval.

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	The Vice-Provost/CAO noted her endorsement of the proposal and stated that the Executive Officers Group endorsed the proposal.	
QC/24-25/029 Thematic Analysis of Quality Review Recommendations from 2022/23 & 2023/24.	The Quality Projects Officer, Ms Leticia Peralta, outlined the findings from a thematic analysis of all recommendations arising from Quality Reviews of Professional Units and Schools conducted during 2022/23 and 2023/24. Included in the analysis was the inclusion of six quality review reports (two from Schools and 4 from Professional Units). Across all reviews a total of 81 recommendations were made. The thematic analysis found that most recommendations were categorised into nine themes. The Quality Project Officer provided an update on the status of the implementation of the recommendations. Quality Committee members commended the report stating that it was beneficial to understand whether there were similarities in the recommendations being made across Units/Schools. Members noted that the findings may be of assistance to Units which in the future will undertake a Quality Review by assisting them in developing the Terms of Reference of the Review. Quality Committee members noted that the analysis was based on the inclusion of both Schools and Professional Units. Members queried whether themes would differ if the analysis was carried out separately according to Schools and Professional Units. The Quality Projects Officer noted that analysis could be conducted separately but that the current findings may not be generalisable due to the small sample size. It was noted that a number of School Reviews were conducted during 2024/25 and that this would	**Decision QC/24-25/029.1**: The Quality Committee noted the Thematic Analysis of Recommendations from Quality Reviews Report dated 22nd January.

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	increase the generalisability of the findings. The Quality Projects Officer agreed to carrying out analysis split according to School and Professional Unit and presenting it to Quality Committee.	
QC/24-25/030 Annual Quality Report	The Quality Office Administrative Officer, Dr Michael Cleary-Gaffney, presented an overview of the draft Annual Quality Report (AQR) which is to be submitted to QQI on February 28th 2025. He noted that the AQR is divided into two parts (Part A and Part B). Part A requires an outline of how the University's governance, policies and procedures align to QQI's Statutory Quality Assurance Guidelines and the European Standards and Guidelines for Quality Assurance. Part B requires that the Trinity outlines any quality enhancements made during the 2023/24 academic year. It was noted that the development of the AQR involved consultation with Units across the University to provide and verify information contained in the report.	**Decision QC/24-25/030.1**: The Quality Committee recommended the draft Annual Quality Report dated 22nd January to Council and Board for approval prior to being submitted to QQI.
QC/24-25/032 Any other Business	The Postgraduate Student Representative, Mr Finn Horgan queried how students could provide feedback on their programme. The VP/CAO advised that students should in the first instance provide feedback to their lecturers and participate in module/programme evaluation surveys. The VP/CAO advised that is it important for students to participate in surveys so that learner feedback is recorded, and enhancements can be made. The Senior Lecturer advised that if a student has any concerns about their programme that they should contact the relevant Directors of Teaching and Learning within the School. The VP/CAO advised that students can also raise matters with either the Senior Lecturer/Dean of Undergraduate Studies or the Dean of Graduate Studies. The VP/CAO reaffirmed the importance of students providing feedback and raising concerns through appropriate channels.	

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QC/24-25/033 MIE Non-Academic Policies	The following MIE non-academic policies were noted by Quality Committee: • Reading List Policy • Collection Development Policy	**Decision QC/24-25/033.1**: The Quality Committee noted the MIE non-academic policies