



Trinity Research Institute (TRI) Review Procedure

1. Context

Trinity College Dublin, the University of Dublin's vision is as a University of global consequence undertaking research for impact and providing a research-led education. This vision is articulated in Trinity's [Research Charter](#) and associated [Living Research Excellence Strategy \(2019\)](#), which identifies as a key principle the stimulation and building of strategic research collaborations

Trinity Research Institutes (TRIs) are one of the formal structures created in Trinity to support research collaboration and to facilitate world-leading and multidisciplinary research. TRIs are initiatives born from the School structures in College and are only approved when their strategic and scholarly impact is clearly demonstrable for College. A TRI is granted approval for a period of five years after which it is subject to an external quality review, including a site visit, as outlined in Section 9 of the [College Policy on Trinity Research Institutes](#), v2.4 2018 (Appendix 2).

Trinity is responsible under the QQI sector-specific [Quality Assurance Guidelines for Designated Awarding Bodies](#) (July 2016, §4, p.3) for:

Organising an integrated system of quality assurance in relation to its research activities. These should build upon the peers review mechanisms widely employed in research funding and publication and incorporate relevant metrics. These should complement the specific procedures put in place to quality research education and training.

2. Purpose

2.1 The purpose of this procedure is to set out broad guidelines for the review of a TRI, which aims to facilitate a critical self-assessment of the Institute by the Institute Director, its Principal Investigators, the Heads of the participating Schools and the relevant Faculty Dean.

2.2 The purpose of the review is to:

- 2.2.1 Facilitate an assessment by an independent, external review team of both current and potential future performance against comparable international



centres in academic fields broadly wide enough to ensure an appropriate range of international comparators on the following scale, which are the criteria for review outlined in Section 9 of the [College Policy on Trinity Research Institutes](#), (v2, 2018) (Appendix 2):

1. International reference point for research in the discipline: clearly a world leader.
 2. Internationally competitive in a majority of areas of its research: a significant player internationally in the field.
 3. Internationally competitive in only a minority of its research: major part of research of national importance.
 4. None or very little research of international significance: some research of national importance.
 5. Almost no research of national importance.
- 2.2.2 Assess the added value of the existence of the TRI in supporting research in the corresponding field over and above doing so through Schools alone.
- 2.2.3 Assess the alignment of the TRI with the College's [Living Research Excellence Strategy \(2019\)](#).
- 2.2.4 Provide a recommendation to the College's Research Committee as to whether or not the TRI should continue to be recognised as a Trinity Research Institute for a further five years.

3. Scope

- 3.1** This procedure applies to TRIs that have been formally approved under the [College Policy on Trinity Research Institutes](#), (v2 2018);
- 3.2** This document outlines the specific elements of the quality review process for TRIs at Trinity and should be read in conjunction with the [General Procedures for Quality Reviews](#).
- 3.3** Where a TRI takes primary financial and administrative responsibility for a Trinity Research Centre (TRC), the review of the TRC will be included in the quality review of the TRI;
- 3.4** This procedure does not apply to other (research) units which have not been formally approved as TRIs or to research groupings that are externally funded unless they are fully/partially housed in a TRI under review;



- 3.5** Where a School takes primary financial and administrative responsibility for a TRC, the review of the TRC will be included in the quality review of the School (refer to the School Review procedure).

4. Benefits

Reviews of TRIs:

- 4.1** Afford the TRI the opportunity to evaluate its own operation and performance in a structured way;
- 4.2** Allow the University to evaluate whether a TRI continues to meet the criteria for which TRI status was awarded;
- 4.3** Fulfil the University's commitment to the quality assurance of its education and research provision;

5. Procedure

- 5.1** The Quality Office will write to the Director of the TRI in Trinity Term approx. 18 months prior to the review, to notify them that the School is scheduled for review and requesting nominations for reviewers.
- 5.2** The TRI is asked not to contact potential nominees to garner their interest in participating in a quality review (this task will be conducted by the Quality Office). In considering nominees, it is important that no nominee has had close association with the TRI or its staff in a personal or professional capacity within a timeframe of 5 years, to avoid the perception of or an actual conflict of interest.
- 5.3** The list of nominees is informed by the scope of the review and should be balanced in terms of geography, gender and experience. Nominees should come from top-ranked research intensive Universities (QS /Shanghai World Rankings) and be comparable to Trinity in terms of institutional size, i.e. student numbers and comprehensiveness of provision. Where relevant, nominees should comprise representatives from the industry, business or professional sectors relevant to the TRIs research area.
- 5.4** The [Reviewer Nomination Form](#) (available via the Quality Office website) should provide sufficient background information about the nominee to allow an informed decision to be made by the Selection Panel. If background information is not available on the internet or through other public information sources, candidates will be contacted by the Quality Office to request a Curriculum Vitae.



- 5.5** Prior to submitting the completed nomination forms to the Quality Office, the list of potential nominees should be reviewed and shortlisted by the Dean of Research and relevant Faculty Dean. On receipt of shortlisted nominees, the Quality Office will provide the short-list to the Selection Panel, who will select three to four Reviewers and reserve candidates.
- 5.6** The Quality Office will liaise with selected candidates to confirm the composition of the review team, and will liaise with the TRI and with the relevant College Officers to identify suitable dates and align these with the Reviewers' preferences.
- 5.7** An Internal Facilitator will be appointed by the Quality Office, in consultation with the TRI. Information on the appointment and role of the [Internal Facilitator](#) can be found on the Quality Office website.
- 5.8** Where a perceived conflict exists on the part of the Dean of Research or the relevant Faculty Dean with the TRI under Review, e.g. they are a member of the TRI, a nomination of a Pro-Dean will be sought. The nominee must be approved by the Vice-Provost/Chief Academic Officer before the appointment is confirmed.
- 5.9** The Pro-Dean represents the Dean of Research or the Faculty Dean at the meetings with College Officers and the Review Team, but does not have a role in responding to or implementing the report. The Dean of Research or relevant Faculty Dean is expected to meet with the Review Team with respect to TRI Finances, and can attend academic-related meetings as a member of the TRI.

Development of the Self-Assessment Report (SAR), the Terms of Reference for the review and the Review Schedule.

- 5.10** Establish a Coordinating Group to guide the review process, chaired by the Director of the Institute, and including the Heads of participating Schools, representatives from governance groups, Principal Investigators, Directors of TRCs that fall under the auspices of the TRI, senior administrative and technical support staff.
- 5.11** Agree the approach to engage stakeholder groups' input into the conduct of the self-assessment exercise. This may include the conduct of surveys or focus groups in the period leading up to the review. The timing, content and administration of surveys and focus groups should be undertaken in consultation with the Quality Office. Stakeholders may be included in the schedule of meetings to speak to the external review team during the onsite visit.



- 5.12** Conduct a SWOT ¹ analysis with various internal audiences, staff groupings, and participating Schools. The purpose of the SWOT is to facilitate a critical reflection on the Institute's performance and direction in light of the College Strategic Plan and conduct an appraisal of the Institute in terms of attainment of research impact, funding, infrastructure, profile with industry and in the public domain.
- 5.13** The self-assessment exercise is an opportunity for the Institute and participating Schools to collate in one document data arrays for the previous five years or since the establishment of the TRI.
- 5.14** Prepare a Self-Assessment Report (SAR) based on the outcome of the above activities. The SAR forms the principal source of information for the External Review Team prior to their arrival on-site, and should be forward looking, have a strategic focus and provide a critical appraisal of the performance of the Institute and its future direction. Responsibility for the development of the SAR lies with the Co-ordinating Group. The SAR should not normally exceed 50 pages (excluding the Appendices). The format of the SAR should address the agreed Terms of Reference for review (Appendix 1).
- 5.15** The on-site visit by the external reviewers occurs over 2-3 days. A draft schedule is developed by the Quality Office in agreement with the TRI eight weeks prior to the review date. A template for a draft schedule and principles to be followed in its development can be found in the [General Procedures for Quality Reviews](#).
- 5.16** The Quality Office will provide a review of various drafts of the SAR and draft schedule. The final draft of the SAR with appendices and the schedule is to be submitted to the Quality Office eight weeks prior to the review date, who will arrange for proofreading of the final draft prior to its dissemination to the Review team.
- 5.17** Detail on post review processes can be found in the [General Procedures for Quality Reviews](#). In summary:
- 5.17.1 The draft review report is due to be submitted within three weeks of the site visit. Feedback on factual accuracy is provided by the TRI, the Faculty Dean and the Dean of Research and is made available to the Review team to inform submission of a final report within a further three weeks.
- 5.17.2 The Director of the TRI, the Faculty Dean and the Dean of Research are invited to formally respond to the final report and review recommendations. The report,

¹ Strengths, Weaknesses, Opportunities and Threats



along with formal responses from the TRI, the Dean of Research and the Faculty Dean, are considered by the Quality Committee and then by the University Council.

5.17.3 An Implementation Plan is then prepared (see template in [General Procedures for Quality Reviews](#).) and submitted to the Quality Committee and to the University Council.

5.17.4 Within twelve months of Council approval of the Implementation Plan a Progress Report is submitted to the Quality Committee, and then to Council.

5.17.5 The Review Report and responses are published on the Quality Office website.



Appendix 1:

General Terms of Reference for the Review of Trinity Research Institutes (TRIs)

Context

Trinity College Dublin, the University of Dublin is a research-led university of global consequence that undertakes research for impact.

Trinity Research Institutes (TRIs):

1. Are central to the delivery of the University's research strategy and are established to promote the development of centres of excellence in a limited number of key areas.
2. Represent an area of acknowledged research excellence at the University and have, at their core, a critical mass of scholars/principle investigators (PIs) of acknowledged high international standing.
3. Are recognised by the University as long-term strategic resources that must be sustainable and serve to increase the level and impact of research in the corresponding area at the University.
4. Are in receipt of strategic funding from the University to enable their mission.
5. Are granted approval for a period of five years after which they will be subject to an external quality review, including a site visit.

The College [Policy on Trinity Research Institutes](#) states that TRIs are subject to a quality review every five years, under the College approved [procedure for review of a Trinity Research Institute](#).

Purpose

The purpose of the review is to:

1. Assess the purpose, goals and priorities of the TRI and to ensure the continued alignment of the TRI with the University's strategic aims.
2. Evaluate the strategic aims of the TRI itself and its effectiveness in delivering on this ambition.
3. Facilitate a critical self-assessment of the Institute by the Institute Director, its PIs, the Heads of the participating Schools and the relevant Faculty Dean including:
 - i. whether the TRI has made the appropriate investment in facilities and enabling personnel to deliver on its mission and to facilitate the submission of competitive proposals at an individual PI and institute level;
 - ii. whether the TRI has established the requisite network of academic, industry and other third party relationships to deliver an internationally



- visible activity of scale;
- iii. whether the TRI demonstrated the capacity to be an effective magnet to attract the best talent internationally.
4. Facilitate an assessment by an independent, external review panel of both current and potential performance against analogous international centres
 5. Demonstrate the continued added - value of the TRI in leveraging research in the corresponding field over and above that achieved through Schools alone.
 6. Provide recommendations to the University on the provision of future strategic funding to the TRI.

Scope

The quality review is to focus on the effectiveness of the TRI in enabling internationally competitive research, rather than the research outputs themselves. Specifically, it is not intended to be a Research Excellence Framework (REF) type review. The unit of assessment is the TRI, not the School(s) or individual researchers.

Terms of Reference

The Terms of Reference outlined below are generic to any TRI. Given the unique focus of each TRI, the ToR may be further specified prior to a quality review in agreement with the Institute Director, the Dean of Research and the Quality Office.

The Review Team will be asked to provide a strategic report to College that provides:

- a. an overall assessment of the Institute and to assign rating as set out below that articulates the achievement of the TRI in terms of enabling research excellence:
 1. international reference point in terms of providing the facilities, supports and research environment that enables research excellence: clearly a world leader;
 2. internationally competitive in the provision of enabling facilities, supports and research environment that enables research excellence: a significant player internationally in the field;
 3. internationally competitive but with identifiable gaps that need to be addressed: a potential player at an international level;
 4. nationally competitive but not an international player;
 5. the TRI provides no obvious added value.
- b. an assessment of the degree of success/constraints on the TRI in leveraging research in the corresponding field over and above that achieved through



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Schools alone, as demonstrated by a mature approach to governance, planning, human, financial, and infrastructure resource management.

- c. recommendations to the University on whether or not the TRI should continue to be recognised as a Trinity Research Institute.



Appendix 2:

Policy on Trinity Research Institutes: Formation, Oversight, Operation and Financial Arrangements

Section 9 Review of a TRI

A TRI will normally be granted approval for a period of five years. Every fifth year, the TRI will be subject to an external quality review, including a site visit, under College Quality Review Procedures. Reviewers will be asked to assess the TRI for both current performance and potential performance against international centres in academic fields broadly wide enough to ensure an appropriate range of international comparators on the following scale:

- A. International reference point for research in the discipline. Clearly a world leader.
- B. Internationally competitive in a majority of areas of its research. A significant player internationally in the field.
- C. Internationally competitive in only a minority of its research. Major part of research of national importance.
- D. None or very little research of international significance. Some research of national importance.
- E. Almost no research of national importance.

Reviews will be considered by the Research Committee in the context of the TRI's five-year strategic plan. If the review is satisfactory, the TRI would be formally recognised for a further period of up to five years. If the review is unsatisfactory, then the TRI would be given time to plan and implement remedial action. However, if no remedial action is possible or the planned action fails to address the concerns of the reviewers, recognition may be withdrawn. College reserves the right to withdraw recognition of a TRI if, for example, the TRI

- receives an unfavourable external review;
- fails to generate appropriate grant income or ceases to have a critical mass of principal investigators to qualify as a TRI and the situation is unlikely to improve in the short term.

In such cases, the Research Committee may, on the recommendation of the Dean of Research, commission an extraordinary external review before making a decision. The full policy can be viewed [here](#).



Appendix 3:

Approach to the development of the Self-Assessment Report (SAR) based on the Terms of Reference (ToR) for the Review

General advice to the development of the SAR

The scope of the SAR should align with the ToR i.e. the focus is on the effectiveness of the TRI in enabling internationally competitive research, rather than the research outputs themselves. The unit of assessment is the TRI, not the School(s) or individual researchers.

In terms of gathering data to inform the development of the SAR, data is sourced from a variety of providers including the [Research Librarian](#), who can provide relevant data and graphs from the College research systems (e.g. TARA, RSS, SciVal, RPAMS) in support of the ToR. The Office of the Dean of Research also has responsibility and formal oversight for institutional metrics relating to research (see <https://www.tcd.ie/research/about/odres/>).

Where evidence of independent, external review of the TRI research impact is available, it should be included in the appendix to the SAR e.g.

- (i) where the TRI contributed to one or more of the College Research Themes reviewed in 2014/15, inputs and/or outputs of that review process may be included;
- (ii) where the TRI is subject to external review by a research funding body and has engaged in a cycle of research funding proposals and reviews, the inputs and outputs of those review processes may be included.

TOR a. asks the Reviewers to provide an overall assessment of the Trinity Research Institute (TRI) and assign a rating as set out below to the achievement of the TRI in the terms of enabling research excellence:

1. international reference point in terms of providing the facilities, supports and research environment that enables research excellence: clearly a world leader;
2. internationally competitive in the provision of enabling facilities, supports and research environment that enables research excellence: a significant player internationally in the field;
3. internationally competitive but with identifiable gaps that need to be addressed: a potential player at an international level;
4. nationally competitive but not an international player;
5. the TRI provides no obvious added value.



The questions below (1.1 – 1.4), are provided as a guide to the TRI in considering what evidence is available to support the reviewers' evaluation of its achievements in terms of enabling research excellence.

1.1. Performance:

- (i) Does the Institute have a clear set of metrics, and an associated system of data gathering through which it evaluates performance in terms of effectiveness, value for money and impact?
- (ii) How does the Institute continually assess its performance against the criteria for TRIs outlined in the [TCD Policy on Trinity Research Institutes](#) and against the recommendation of the [Living Research Excellence Strategy \(2019\)](#) to regularly question the *'role, fitness for purpose, trajectory and identity of our Trinity Research Institutes'*
- (iii) How does the Institute benchmark itself against national and international comparator institutes and use the outcomes of such evaluations to continually improve performance and impact?
- (iv) How does the Institute measure its research activity/productivity against the College's key performance indicators (KPIs) for research as articulated in the [Living Research Excellence Strategy \(2019\)](#)?

1.2. Relationships – Professional, Public & Civic

- (i) How does the Institute evaluate the success of its public engagement activities?
- (ii) How does the Institute ensure that its public and professional activities support and enhance the Institute's research activities?
- (iii) Describe how the Institute continually review and enhance its internal and external relationships.
- (iv) How does the Institute influence College and national/international policy through its engagement with, for example, initiatives of the European Universities Association (EUA), the League of European Research Universities (LERU), Science Foundation Ireland, Irish and European Research Councils etc.?
- (v) How does the Institute grow and sustain its partnerships/research collaboration activities?
- (vi) How does the Institute grow and sustain its membership in Trinity and external to Trinity?

1.3. Communication & Marketing

- (i) How does the Institute ensure that its marketing and communication activities further the goals/objectives outlined in its strategic plan and meet the expectations of its stakeholders?



- (ii) In relation to the Institute's communication and marketing activities, outline the:
 - a. mechanisms for communicating the opportunities, successes and innovations of the Institute to its staff, students, the wider College community and external stakeholders;
 - b. opportunities to elicit feedback from external stakeholders such as employers, funding bodies, collaborative partners etc.;
 - c. links with the Communications and Marketing Directorate to pursue media or public relations opportunities.

1.4. Enabling the Research Environment

- (i) Does the TRI contribute to/collaborate in undergraduate and postgraduate teaching programmes delivered through participating Schools?
- (ii) Does the TRI offer any Trinity Electives linked to the College's Strategic Research themes as part of the curriculum?
- (iii) How is the Institute's involvement in teaching leading to the production of new researchers in its field of expertise?
- (iv) What supports are provided by the Institute to enhance the student experience in the research activity of the Institute, for example, through providing opportunities for attendance/presentation at symposia or conferences?
- (v) How does the Institute attract and retain visiting research fellows? Outline any funded visiting fellowship programmes with which the TRI is involved (e.g. [Marie Skłodowska-Curie Actions \(MSCA\)](#), Horizon 2020. How do visiting fellows contribute to the research of the Institute?
- (vi) What arrangements are in place to facilitate access by internal and external stakeholders to the TRIs infrastructure assets?
- (vii) What role does the TRI have in fostering and supporting engagement by staff and students in entrepreneurship education delivered by [Tangent, Trinity's Ideas Workspace](#) programmes?
- (viii) What role does the TRI have in fostering and supporting engagement in the [Professional Skills for Research Leaders](#) programme delivered by Human Resources?
- (ix) What is your approach in supporting the Open Scholarship agenda within the TRI?
- (x) How are the members of the TRI made aware of their responsibilities to report data breaches and potential research integrity issues? What training on integrity issues are undertaken by researchers (including visiting researchers) in the TRI?

Terms of Reference (TOR) b. asks the Reviewers to provide an overall assessment of the degree of success by/constraints on the TRI in leveraging research in the corresponding field over and above that achieved through Schools alone, as



demonstrated by a mature approach to governance, planning, human, financial and infrastructure resource management.

The content under this ToR should address the maturation of the TRI from the time of its establishment or initial quality review to the current time. It should optimise the use of visual data arrays e.g. graphs and tables that evidence the growth and development of the TRI to date and projections for its sustained growth and development e.g. membership, funding, research output, collaborations etc.

The questions below (2.1– 2.3), are provided as a guide to the TRI in considering what evidence is available to support evidence under this ToR.

2.1. Governance & Management:

- (i) Describe the composition of the governance and management structure of the Institute by including a profile of the composition of management/ governance committees and Advisory Boards. Include in the appendices the terms of reference and schedule of meetings and an organisational chart showing the relationships across internal stakeholders (other TRIs, Trinity Research Centres or Schools in Trinity) and external stakeholders (research institutes or Schools in other third-level institutions, industry partners, funding bodies etc.).
- (ii) Evaluate whether the current governance and management structure of the Institute (a) optimally supports and drives the vision and mission of the Institute, and enables it to attain a greater international profile; and (b) facilitates the optimum operation of the TRI and enables it to fulfil its mission.
- (iii) Outline the reporting relationships and evaluate how effective they are, particularly relationships that are cross-institutional in nature. What mechanism are in place to identify and resolve issues arising from cross-institutional relationships or governance?
- (iv) What are the mechanisms in place for identifying and managing risks that may affect the future activities and operations of the Institute?
- (v) How does the Institute ensure integrity and ethical practice in the conduct of its research as outlined in the [TCD Policy on Good Research Practice June 2021](#) and the policies and procedures referenced therein relating to ethics, records managements, data protection (including the EU-GDPR Regulation (May 2018) and the [Health Research Regulations \(August 2019\)](#), if pertinent)?
- (vi) Outline what Research Ethics Committee (REC) the Institute and participating Schools use to approve research proposals. Provide in the Appendices a profile of proposals per annum for the past five years submitted to the relevant Research Ethics Committee and the outcome.



- (vii) Are the Institute's systems and procedures aligned to the reporting requirements of external funding, professional and/or regulatory accreditation bodies?
- (viii) Are administrative procedures and operational processes in place to support the Institute, reviewed and enhanced, for example:
 - a. annual planning cycle;
 - b. ethics approval of research proposals;
 - c. maintenance of research active staff profiles on RSS;
 - d. open access on Trinity's Access to Research Archive (TARA);
 - e. marketing, communications and maintenance of the Institute website;
 - f. publication of statistical and annual reports for internal and external audiences;
 - g. SLAs that support the maintenance and optimal function of the TRI research infrastructure and equipment;
 - h. event management, symposia, conferences, launches;
 - i. systems and databases e.g. CRM, Finance, HR;
 - j. grant application procedures.

2.2. Strategy & Planning:

- (i) Outline the mission and strategy of the TRI and evaluate whether it is achieving its stated objectives.
- (ii) Describe the key research areas/projects/groupings/collaborations/initiatives facilitated by the Institute and their strategic research objectives².
- (iii) How are the TRI's key research activities aligned to the College's research strategy and the research strategies of the participating Schools, and how do they progress the mission of the TRI?
- (iv) Describe the mechanisms used to ensure that a multi-annual vision for the TRI is in place and that there is succession planning (both financial and leadership).
- (v) What mechanisms are in place to promote commercialisation of research and technology transfer?
- (vi) What start-ups/spin-out companies have been generated from the Institute, from participating Schools? How are campus-companies/spin-outs and technology transfer supported and developed by the Institute?

² If any of the research groups housed in the TRI are recognised as Trinity Research Centres (TRC) they must be reviewed as part of the review of the TRI against the criteria outlined in the [TCD Policy on Trinity Research Centres](#) i.e. activity, visibility and viability. Please ensure that sufficient evidence is provided to allow the reviewers to effectively evaluate the TRC against these criteria and to comment on the contribution of the individual Centre to the TRI under review.



- (vii) What systems are in place to support the management of intellectual property?
- (viii) Provide evidence to show that the Institute is operating in an enterprise development space beyond that which would operate through participating Schools.
- (ix) How does engagement with industry and other external stakeholders further the teaching, research and development profile of the Institute, beyond that achieved by participating Schools?

2.3. Human, Financial and Infrastructure Resource Management:

- (i) Staffing (to the extent that the TRI is responsible for recruitment of staff):
 - a. Evaluate whether the current staffing levels (including professional and technical staff) are appropriate to support the operations and activity of the Institute and indicate any key vacancies that pose a risk to the programme of work of the TRI?
 - b. What are the mechanisms in place to attract and retain research expertise to progress the Institute's research mission?
 - c. What mechanisms are in place to ensure that appropriate professional development opportunities are provided to Institute staff (including technical support/admin staff)? Include information on:
 - 1. Promotion and career development opportunities for young researchers;
 - 2. Continuous professional development opportunities for existing staff ((e.g. the HR [Professional Skills for Research Leaders](#) programme, [Aurora Leadership Development Programme](#)); attendance on [Postdoc training](#) run by [Tangent, Trinity's Ideas Workspace](#))?
 - 3. Completion of mandatory training specific to research integrity.
 - d. How does involvement with the Institute enhance opportunities for professional development for postgraduate students and postdoctoral fellows?
 - e. What opportunities are available for research-active staff to be involved in undergraduate and postgraduate teaching, laboratory supervision and tutorials?
- (ii) Finance & Funding:
 - a. Provide a summary outline of the Institute's sources of income, funding streams and expenditure.
 - b. Outline whether the Institute has a business plan in place that focuses on sustainability through diversification of funding streams.



- c. Evaluate whether the Institute has used its TRI status optimally to secure national and international funding, and to generate income for College.
- d. Evaluate whether the resource allocation mechanisms in place within the Institute are appropriate.
- e. Does the TRI have a Research Programme Officer position to support researchers develop their capacity to respond to competitive research grant calls?
- f. How does the Institute evaluate its success in attracting funding through competitive calls at a national and EU level (Irish Research Council, Science Foundation Ireland, European Research Council etc.), ?
- g. Outline whether and how the Institute actively sources philanthropic funding to support its activities and its relationship with Trinity Alumni and Development in this regard.

(iii) Infrastructure:

- a. Provide details on any defined space that the Institute occupies and an assessment of whether it is fit for purpose;
- b. Outline how the Institute is using its infrastructure to secure international funding and attract international postgraduate and postdoctoral researchers;
- c. Have sustainable models been developed for the Institute's infrastructure?
- d. Detail how the Institute's facilities are shared between the Institute and its participating Schools, including, for example, how the Institute uses any School equipment, resources and personnel and *vice versa*;
- e. Outline how Health and Safety is managed by the TRI. Does the Institute have a Safety Officer and if so, what is the reporting line to the College Safety Officer?
- f. How are service level agreements (SLA) with service and equipment providers managed and reviewed to ensure that infrastructure remains fit-for-purpose?