



Quality Committee	
Meeting Date	Thursday 16 October 2025 14.00 – 16.00 Trinity Boardroom
Present	Professor Orla Sheils, Vice-Provost/Chief Academic Officer (Co-Chair); Ms Victoria Butler (Co-Chair), Secretary to the College/Director of Governance; Professor Vincent Wade, Senior Lecturer and Dean of Undergraduate Studies; Professor Martine Smith, Dean of Graduate Studies; Ms. Patricia Maguire, Academic Secretary; Professor Brian O’Connell, Dean of Health Sciences; Studies Professor Sylvia Draper, Dean of STEM; Dr Michael Cleary-Gaffney, Interim Quality Officer; Dr Cormac Kennedy, HS Representative; Professor David Fennelly, AHSS Representative; Ms. Breda Walls, Director of Student Services; Jessie Shearer-Kurtz (Deputy Librarian); Ms Anne Marie O’Mullane, Deputy Secretary Secretary’s Office; Mr Buster Whaley, Education Officer TCD SU.
Apologies	Professor Carmel O’Sullivan, Dean AHSS; Professor David O’Regan, STEM Representative; Professor Emma Stokes, Vice-President for Global Engagement; Prof Graeme Watson, Head of School Representative; Mr Noel Gorman, Chief Operating Officer; Mr Patrick Magee, Director IT Services.
Vacant	External Member; Chief Risk Officer; Postgraduate Student Representative.
Visitor/In - attendance	<ul style="list-style-type: none"> • Ms Ciara Muldoon, Administrative Officer: Quality Office • Professor Teresa O’Doherty and Dr Seán Delaney for QC/25-26/03 Progress Report – Marino Institute of Education (MIE). • Dr Pauline Rooney and Sioban O’Brien Green for QC/25-26/04 . Project Evaluation Report and Centre for Academic Practice Implementation Plan for the Inclusive Curriculum. • Professor Paul O’Grady and Ms Olive Donnelly for QC/25-26/05 Quality Review Report – School of Social Science and Philosophy • Professor Laurent Muzellec and Mr David Byrne for QC/25-26/06 Implementation Plan – Trinity Business School • Professor Jonathon Coleman and Dr Niamh McGoldrick for QC/25-26/07 Implementation Plan - School of Physics • Professor Matthew Saunders and Mr James Higgins for QC/25-26/08 Progress Report – School of Natural Sciences



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Agenda item		
	Key points arising from discussion	Actions/Decisions
QC/25-26/001 Quality Committee minutes		Decision QC/25-26/01.1 The QC minutes of the 01 st May 2025 were approved.
QC/25-26/002 Matters arising from the minutes	<p>Council approved the following items on May 14, 2025:</p> <p>QC/24-25/043 Quality Review Report – School of Linguistic, Speech and Communication Sciences</p> <p>QC/24-25/044 Quality Review Report – School of Physics</p> <p>QC/24-25/045 Quality Review Report – School of Engineering</p> <p>QC/24-25/046 Marino Institute of Education Academic Policies</p> <p>QC/24-25/042 The 2023/24 Consolidated Annual Faculty Quality Report was approved by Council on October 1, 2025.</p>	
**QC/25-26/03 Progress Report – Marino Institute of Education (MIE).	<p>The MIE President, Professor Teresa O’Doherty and MIE Registrar, Dr Seán Delaney provided an update on MIE’s progress in implementing actions arising from the Institutional Quality Review. MIE noted that this is an ongoing process under regular review within the Institute.</p> <p>The MIE Registrar reported that the Progress Report confirms all actions arising from the external review are either completed or progressing as planned. Three initiatives were highlighted as having a direct and positive impact on the student experience:</p>	Decision QC/25-26/03.1 The Quality Committee recommended the Marino Institute of Education Progress Report dated 09 th October to Council for approval.



Agenda item		
	Key points arising from discussion	Actions/Decisions
	<p>i. Programme Annual Reports Annual reports have been introduced for each programme, incorporating data from multiple sources, including feedback from staff, students, and external examiners, as well as student performance data. These reports provide a holistic assessment of programme performance and help identify areas for enhancement. The Registrar also noted that students complete a standardised module evaluation survey, with lecturers having the option to add supplementary questions tailored to their modules.</p> <p>ii. Enhanced Student Spaces Additional physical spaces for students have been made available across the MIE campus.</p> <p>iii. Improved Accessibility Campus accessibility has been enhanced through a number of measures. In addition, MIE is developing a sensory map that will provide detailed sensory and accessibility information for buildings and rooms, supporting inclusive navigation for staff and students.</p> <p>The MIE President reported that, during 2025/26, MIE will conduct a Quality Review to evaluate the impact of MIE’s research activities. MIE is currently considering appropriate research metrics to capture the breadth of its research outputs, which encompass practice-based research, evidence-based research, sectoral policy development, and civic engagement. The VP/CAO suggested colleagues within Trinity who could support MIE in determining suitable research impact metrics to support the Quality Review.</p>	



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Agenda item		
	Key points arising from discussion	Actions/Decisions
	The VP/CAO commended MIE on the significant progress made in implementing the recommendations arising from the Institutional Quality Review noting the positive impact the enhancements will have on the student experience.	
**QC/25-26/04 Trinity-INC, Evaluation Report and Centre for Academic Practice Implementation Plan	<p>The Head of Equality Diversity and Inclusion (EDI), Ms Siobán O’Brien Green provided an overview of the key findings from the external evaluation review of Trinity Inclusive Curriculum Project (Trinity-INC) and the Head of the Centre for Academic Practice, Dr Pauline Rooney outlined the Centre for Academic Practice implementation plan to address the Panel’s recommendations on mainstreaming of inclusivity within programme and module design and curriculum content.</p> <p>The External Evaluation Report outlined a series of recommendations under two key strands:</p> <p>Strand 1: The creation and implementation of a transition plan to sustain and deliver mainstream inclusive practices throughout all curricula and assessments.</p> <p>Strand 2: Establishing an inclusive curriculum across College.</p> <p>Dr Pauline Rooney noted that the implementation plan to address Strand 1 had been developed in consultation with colleagues across College. She highlighted that these recommendations will be progressed through five designated workstreams which include:</p> <ul style="list-style-type: none"> i. Professional Development ii. Research and Evaluation 	Decision QC/25-26/04.1 The Quality Committee recommended the response to the Trinity Inclusive Curriculum Project Evaluation Report and associated Implementation Plan dated 09 th October to Council for approval.



Agenda item		Actions/Decisions
	Key points arising from discussion	
	<ul style="list-style-type: none"> iii. Dissemination, Communication and Stakeholder Networking iv. Governance and Project Management v. Academic policy and procedures and guidelines for programme and module design. <p>The Centre for Academic Practice will have overall responsibility for leading the implementation of the proposed actions.</p> <p>Members of the Committee observed that the majority of respondents acting as Trinity-INC staff partners, taking the Trinity-INC module AND contributing to the evaluation report, were female.</p> <p>The Academic Secretary informed the Committee that herself and the Associate Vice-Provost for EDI will co-chair an oversight group so that progress is monitored and that the wider inclusivity agenda across the college environment remains on the agenda. She noted that the membership of this group will comprise colleagues at early, mid, and advanced career stages, drawn from a range of disciplines, to ensure diverse representation and perspectives. The Academic Secretary noted that an Academic Developer is being recruited to support the deliverables outlined in the Implementation Plan.</p> <p>Committee members noted the positive contribution of the Trinity Inc Project to date. Members commended the proposed actions arising from the Evaluation Report recommendations.</p>	



Agenda item		
	Key points arising from discussion	Actions/Decisions
**QC/25-26/05 Quality Review Report – School of Social Science and Philosophy (SSP)	<p>The Head of School, Professor Paul O’Grady and School Manager, Ms Olive Donnelly presented an overview of the Quality Review Report’s findings. Prof O’Grady reported that the External Panel commended the School for its strong research culture, high-quality research-led teaching and student experience, and effective leadership and governance.</p> <p>Ms Olive Donnelly highlighted six main recommendations made and the initial steps the School is taking to address these.</p> <p>i. Strategic Vision and Identity The Panel noted that the School lacked a clearly articulated School-wide identity and strategic vision. In response, the School will initiate a comprehensive consultation process to develop a School-wide strategic vision and plan that integrates teaching, research, and staffing priorities. The School also noted that the current BPA funding model, unlike previous iterations, has had a positive impact and now enables the development of a School strategy that was not previously feasible.</p> <p>ii. Workload and Curriculum Frameworks The Panel recommended the creation of a transparent School-wide workload allocation model (WAM) and review of the curriculum structure. The School will undertake a full Workload and Curriculum Review to ensure equity, sustainability, and clearer recognition of module size, assessment load, and administrative responsibilities. Members of the Quality Committee advised the School to ensure that the weighting of each activity within the WAM reflects the strategic importance</p>	<p>Decision QC/25-26/05.1: The Quality Committee recommended the School of Social Science and Philosophy Quality Review Report dated 09th October to Council for approval.</p>



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Agenda item	Key points arising from discussion	Actions/Decisions
	<p>of the activity. The curriculum review will explore the development of new single-honours pathways, streamline low-enrolment modules, and enhance assessment feedback processes. This review aims to have a positive impact on the workload of staff within the School.</p> <p>iii. Research Excellence To strengthen the School's research environment, the School will align its research and postgraduate research strategies and will provide more supports for research including grant writing assistance and mentorship. The School will seek ways to expand PGR enrolment.</p> <p>iv. Governance & Engagement The Panel recommended that the School's governance structure is streamlined to reduce overlapping responsibilities between groups/committees and address communication fragmentation between departments. In response, the School will undertake a governance review to clarify committee roles, eliminate duplication, and strengthen both horizontal communication across departments and vertical alignment with Faculty and College structures.</p> <p>v. Teaching Assistant Structures The Panel recommended that the School standardise its processes for the recruitment, training, remuneration, and communication of Teaching Assistants (TAs). In response, the School will strengthen its TA framework and review remuneration practices across departments to ensure baseline equity for all TAs.</p>	



Agenda item		
	Key points arising from discussion	Actions/Decisions
	<p>The Head of School outlined that several key challenges remain, noting in particular that space and resource constraints currently limit the School's capacity to expand enrolments on taught programmes. The VP/CAO advised that the School engage with ASD to explore other opportunities to increase student numbers (e.g., through flexible learning, lifelong learning, and Continuous Professional Development options).</p> <p>Members commended the Quality Review Report and the School's proactive response in addressing the recommendations. In relation to the recommendation that the School develop a School-wide strategic vision and identity, it was suggested that the School seek guidance from other Schools which comprise of a number of disciplines (e.g., School of Computer Science and Statistics and School of Natural Sciences) on how they approached developing a School-wide, multidisciplinary strategic plan and identity.</p>	
<p>**QC/25-26/06 Implementation Plan – Trinity Business School (TBS)</p>	<p>The Dean of School, Professor Laurent Muzellec provided an overview of the proposed plan to address the External Reviewers' recommendations.</p> <p>School Strategic Implementation Plan (SIP) The School is currently developing a Strategic Implementation Plan (SIP), which will include key performance indicators (KPIs) to monitor and measure progress in achieving the commitments outlined in the School's Strategic Plan. The SIP will be aligned with the University's Strategic Plan (2025–2030).</p> <p>Academic Promotions and Supports</p>	<p>Decision QC/25-26/06.1: The Quality Committee recommended the Trinity Business School Implementation Plan dated 09th October to Council for approval.</p>



Agenda item		
	Key points arising from discussion	Actions/Decisions
	<p>The Dean noted that the School will continue to advise and support academic staff with regard to their professional development. However, he noted that the Academic Promotions system is an independent process outside the School. Concerns from academic staff about the promotions process cannot be resolved by the School.</p> <p>Online Education</p> <p>In response to the reviewers' recommendation that the School should build upon the success of its online executive education offering by expanding hybrid and online offerings, the Dean highlighted that the School is currently seeking approval for a fully online version of a part-time <i>MSc in Business Analytics and AI for Management</i>, which is an amended version of the existing <i>MSc in Business Analytics</i>. The School aims that in the future, students can take a combination of in-person and online modules from the programme during their study. The Programme Team will review the success of this initiative and consider whether a similar approach may be appropriate for other programmes.</p> <p>The VP/CAO commended the School for its proactive response to the External Reviewers' recommendations and noted that, in recent years, the School has undergone several substantial reviews by accrediting bodies. The Dean of School confirmed that the School holds triple accreditation (AACSB, AMBA, and EQUIS), which involves periodic review. It was noted that for other triple-accredited Business Schools, accreditation reports often serve in place of a Trinity-mandated Quality Review. The VP/CAO stated that while the internal Quality Review process cannot be replaced by external appraisal, neither should it duplicate work and suggested that where Schools undergo periodic full accreditation</p>	



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Agenda item		
	Key points arising from discussion	Actions/Decisions
	reviews, that university Quality Reviews should focus on areas not considered by the accrediting bodies or in some cases aspects of the accreditation report may act as a supplement to a Quality Review.	
**QC/25-26/007 Implementation Plan – School of Physics	<p>The Head of School, Professor Jonathan Coleman, provided an overview of the proposed plan to address the External Reviewers’ recommendations.</p> <p>Professor Coleman highlighted that the School has developed a five-year strategy, which includes information on the School’s financial projections for the next five years. The School has received permission to increase the number of academic staff by two.</p> <p>The School has made two professional staff appointments: a Research Funding Manager and an Undergraduate Laboratory Manager. The School will evaluate the benefits of these roles, and the findings will inform future decisions regarding additional professional staff recruitment.</p> <p>The School has established a <i>Fresher Forum Committee</i> to review the Fresher Physics curriculum. Reforms to the undergraduate programme are being implemented in response to the introduction of the new Leaving Certificate Physics curriculum. In response to these changes the School has put in place measures such as reviewing the content and timing of content delivery to ensure that students develop the necessary level of fundamental maths knowledge to progress successfully in the programme.</p> <p>Members commended the School for the initiatives undertaken in response to the External Reviewers’ recommendations. In particular, the establishment of the <i>Fresher</i></p>	Decision QC/25-26/07.1: The Quality Committee recommended the School Physics Implementation Plan dated 09th October to Council for approval.



Agenda item		
	Key points arising from discussion	Actions/Decisions
	<i>Forum Committee</i> was praised as an exemplary initiative supporting undergraduate programme reform, with a strong focus on enhancing the student experience.	
**QC/25-26/008 Progress Report – School of Natural Sciences	<p>The Head of School, Professor Matthew Saunders, provided an overview on progress made to address the External Reviewers’ recommendations.</p> <ul style="list-style-type: none"> i. The organisational structure of professional and technical staff has been updated to support better centralisation of administrative and technical functions within the School. ii. Professional and technical staff undergo an annual review to ensure they are supported in their roles, and a training fund to support continuing professional development (CPD) has been established. iii. Induction materials for staff and students, along with information on the School’s governance structures, are now available on SharePoint. Responsibility for maintaining and updating the SharePoint site has been assigned to several individuals within the School. iv. The School is engaging with Faculty and College to ensure timely access to financial resources and to support ongoing capacity development in order to meet E3 targets. v. All stakeholders within the School are collaborating on the development of a new strategic plan. vi. The School is exploring with College the development of research excellence hubs within Unit 2 of Trinity East. vii. The School acknowledged the value of the collections for teaching, research, and potential revenue generation. A <i>Collections Committee</i> has been established, 	Decision QC/25-26/08.1: The Quality Committee recommended the School Natural Sciences Progress Report dated 09th October to Council for approval.



Agenda item		Actions/Decisions
	Key points arising from discussion	
	<p>and a seminar series is being developed to promote the collections and related School activities.</p> <p>The VP/CAO commended the School ongoing progress to address the recommendations made by the External Reviewers.</p>	
QC/25-26/009 Any other Business	The Committee noted the departure of Ms Julia Carmichael from her position as Chief Risk Officer and recorded its appreciation for her service and contributions to the University.	
QC/25-26/010 Quality Committee Self-Evaluation Survey Results 2024/25	The results from the Quality Committee Self-Evaluation Survey for 2024/25 was presented to the Quality Committee for noting.	Decision QC/25-26/010.1: The Quality Committee noted the Quality Committee Self-Evaluation Survey for 2024/25.
QC/25-26/011 QQI Consultations	Trinity's response to QQI's Draft Statutory Quality Assurance Guidelines on Work Integrated Learning was presented to Quality Committee for noting.	Decision QC/25-25/011.1: The Quality Committee noted Trinity's response to QQI's Draft Statutory Quality Assurance Guidelines on Work Integrated Learning.



Agenda item		
	Key points arising from discussion	Actions/Decisions
QC/25-26/012 RIAM Non-Academic Policies	<p>The following RIAM non-academic policies were presented to Quality Committee for noting:</p> <ul style="list-style-type: none"> • Adverse Weather and Unexpected Disruptions Policy • Driving for Work Policy • Risk Management Policy • Procurement Policy • Bereavement Leave Policy • Parent’s Leave Policy • Deputy Teaching Policy • 1848 Scholar Bursary Policy • Annual Leave Entitlements for Administrative Staff 	Action QC/25-26/012.1: The Quality Committee noted the RIAM non-academic policies.
QC/25-26/013 Minutes of the MIE Annual Dialogue Meeting	<p>The minutes of the MIE Annual Dialogue Meeting of 08 May 2025 were presented to Quality Committee members for noting.</p>	Decision QC/25-26/013.1: The Quality Committee noted the minutes of the MIE Annual Dialogue meeting.
QC/25-26/014 Minutes of the RIAM Annual Dialogue Meeting	<p>The minutes of the RIAM Annual Dialogue Meeting of 15 May 2025 were presented to Quality Committee members for noting.</p>	Decision QC/25-26/014.1: The Quality Committee noted the minutes of the RIAM Annual Dialogue meeting.