The Academic Board of Dublin Business School undertook a review of its subcommittee structure in 2021/22 into 2022/23. This appendix to the *Quality Assurance Handbook* sets out the previous to new committee breakdown to allow for transparency in the evolution of this governing body.

The following mapping sets out the restructuring of the previous committee structure to the new mapping.
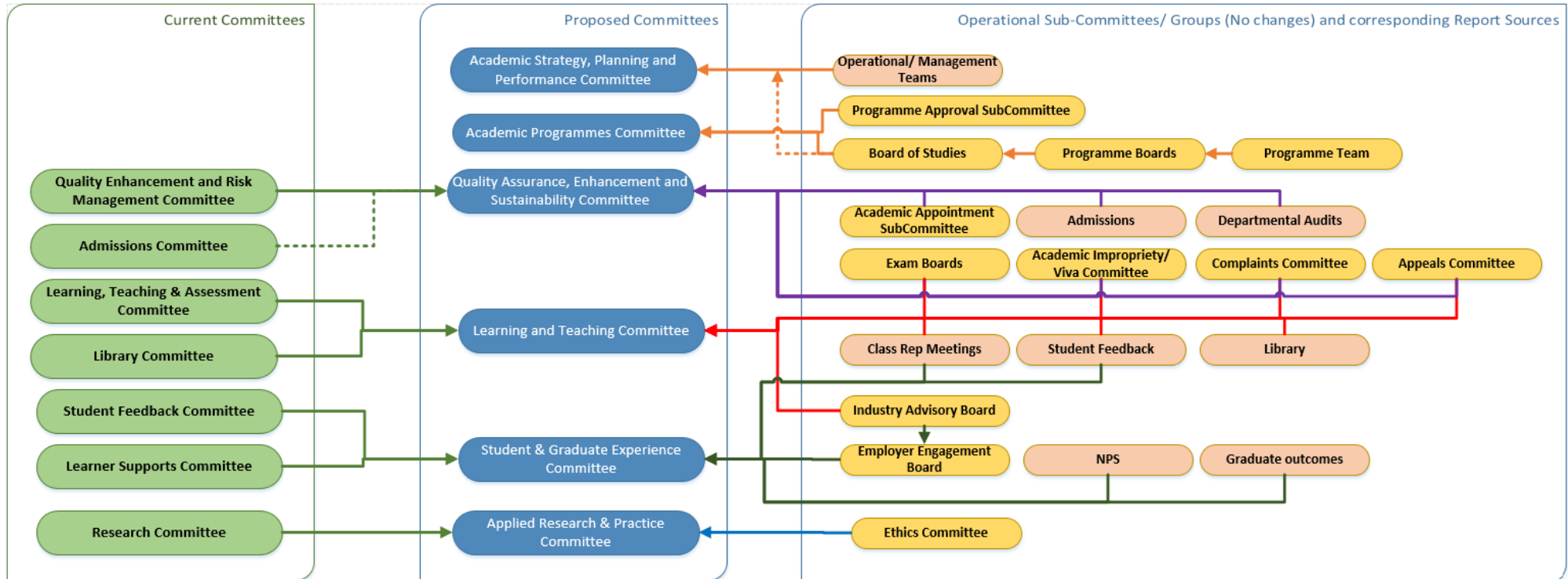
Fig.1: Mapping of Current to New Committee Structure, with Operational SubCommittees and Report Sources.

	Current Committee ToR	New Committee ToR
	Academic Strategy, Planning and Performance Committee	
Membership		*Ex-Officio members:* President, Registrar, and members of the Senior Leadership Team *Elected members:* three academic lecturers who are members of the Academic Board; two of the student representatives on the Academic Board; an external member of the Academic Board; co-option where appropriate of those senior staff of the College who are not members of the Academic Board.
Frequency of Meetings		Two meetings per year.
Scope	No current corresponding Committee in effect.	Holds a College-wide perspective to inform, develop, and sustain an annual Academic Plan for DBS.
Function		Creating and sustaining a coherent Academic Vision and Strategy for DBS. The Vision will identify the medium and long-term academic aims and strategy of the College, in line with the overall College Strategy, by emphasising an ethos of organisational flexibility, responsiveness and transformation. Deriving from the Academic Vision and Strategy, the creation of a framework for an Annual Academic Plan, encompassing all elements pertaining to the Learner Life-cycle within DBS. These will include but not be limited to: • Learner admission and progression. • Teaching, learning and assessment. • Learner support services. • Staff development and academic research. • Programme management and development. • School/Faculty operations. • Transnational delivery. • Programme management and development, including validation and review. The Academic Plan will have an integrated system of qualitative and quantitative performance metrics to facilitate ongoing evaluation of the Plan. This is to ensure it is adaptable, sustainable and transformational in a challenging Higher Education environment.

	Current Committee ToR	**New Committee ToR**
Operation		1. Develop and monitor the 3-year academic strategic plan (and any amendments or updates made annually) 2. Develop the annual Academic Plan for the coming academic year, incorporating a review of the previous academic year 3. Receive a report on the academic performance of the College in the current academic year (based on agreed performance measures as set out by the Academic Dean (see latest learning review) 4. Taking inputs from work led by the Academic Dean and President and other SLT members as appropriate, e.g. Learning Reviews, KPIs.
Reports Received:		• Board of Studies Report • Retention Reports • Annual Programme Reports
Authority/ Decision-Making Power		No
Contact		Registrar

	Current Committee ToR	**New Committee ToR**
	Academic Programmes Committee	
Membership		*Ex-Officio members (seven):* Registrar (Chair), Assistant Registrar, 4 X Academic Directors (or nominee), 1 X HoD (or nominee). *Elected/ Rotating members (three):* 3 X Faculty members. A quorum shall number five. The relevant Programme Level Manager(s) report into this committee at the relevant stages. A Secretary shall be appointed separately to convene, minute and manage communication.
Frequency of Meetings	No current corresponding Committee in effect.	Monthly (and as required)
Scope		Ensure that the policies, standards, processes and procedures associated with new programme development, programme review and programme amendment have been followed.
Function		Review and approval of the processes by which proposals for new programmes and reviews of existing programmes as per academic cyclical requirements. Evaluation criteria include College, QQI and Professional requirements, as well as industry needs. As part of its review activities, the Committee monitors programme updates through **Boards of Studies** and **Programme Boards** and the progression of these as appropriate into cyclical review requirements. To submit for ratification by the Academic Board new programmes and amendments to programmes.
Operation		Monitor the development of new programmes to ensure all phases of the internal and external validation process are adhered to with respect to: • Initial concept approval • Proposal development • Notifications to validation bodies and PSRBs • Completion of Internal approval cycle • Completion of external evaluations Monitor the review cycle for existing programmes to ensure that all phases of review and revalidation are adhered to with respect to: • Monitoring programmes coming up for review

	Current Committee ToR	New Committee ToR
		• Notification to validation bodies and PSRBs regarding review and/or closure of programmes • Initiating review • External evaluations • Monitor updates to programmes through Programme Boards and Boards of Studies.
Reports Received:		• Programme Approval SubCommittee • Board of Studies • Programme Boards
Authority/ Decision-Making Power		Yes
Contact		Registrar/Assistant Registrar

	Current Committee ToR	New Committee ToR
	Quality Assurance, Enhancement and Sustainability Committee (replaces QERMC)	
Membership	Registrar (Chair), Assistant Registrar, Assessment and Regulations Manager, Academic Dean, other attendees by invitation of the Chair, as required by the agenda, Quality Assurance Officer (Secretary).	*Ex-Officio members:* Registrar (Chair), Assistant Registrar x 2, QA Officer, Exams Manager, Admissions Manager, Admissions QA Officer, Head of Academic Information Resource Centre *Elected members:* Academic Directors x 2 (as nominated by Academic Dean), Faculty x2 (as nominated by Head of Teaching Delivery and Content Production), Student Union Rep
Frequency of Meetings	x 2 per year and additional meetings as required	Bi-monthly
Scope		Formal monitoring of QA audits and reviews, identification and follow up on QA & QE matters arising, review and approval of policy for raising to SLT and Academic Board for final approval.
Function	Monitoring, review and updating of existing Quality Assurance policies and procedures and identification and assessment of risk as it relates to programme development, delivery and review.	Monitoring and assessing the suitability and sustainability of academic and academic support activities across the College. Ensure a culture of quality enhancement through continuous improvement, identifying and critically assessing risk and channelling this as appropriate to the Academic Board and/or Executive Board. Monitoring and reviewing Quality Assurance policies and procedures in compliance with internal and external regulatory requirements.
Operation	The main operations of the Quality Enhancement and Risk Management Committee are to: ● Monitor effectiveness of existing Quality Assurance policies and procedures ● Approve updates to Quality Assurance policies and procedures, within its scope, i.e. where changes are minor in nature, or constitute enhancements or reasonable additions to existing policies that do not	1. Receive the audit and monitoring reports from the Registrar's Office on quality performance and compliance. 2. Receive reports from other QA processes and committees, e.g. AASC, Exam Boards, etc. 3. Monitor effectiveness of existing Quality Assurance policies and procedures. 4. Proposal and development of new policies. 5. Proposals for updates to existing policies.

	Current Committee ToR	New Committee ToR
	change the principle and essence of a policy, for ratification by Academic Board ● Referral of proposed updates to Quality Assurance procedures to QQI where updates are beyond the scope of the Committee ● Identification of risks concerning all aspects of Quality Assurance relating to programme delivery ● Proposal of solutions or steps to mitigate risk, for approval by the Executive Board/Academic Board as appropriate	6. Proposal of solutions or steps to enhance quality of module and programme delivery. 7. Proposal of solutions or steps to mitigate risk and ensure sustainability
Reports Received:		• Academic Appointment SubCommittee • Admissions • Exam Board • Departmental Audits • AI/vivas • Appeals • Complaints
Authority/ Decision-Making Power	The Quality Enhancement and Risk Management Committee has decision making-powers relating to refinement and updates to QA policies and procedures, for approval by Academic Board. Major changes to QA policies and procedures are referred to QQI. Significant risks are escalated to Executive Board/Academic Board.	No
Contact	Quality Assurance Officer	Registrar/ Assistant Registrar

	Current Committee ToR		New Committee ToR
	Learning and Teaching Committee (replaces LT&A Committee, and Library Committee)		
Membership	Learning, Teaching & Assessment Committee Academic Dean (Chair), Academic Director nominees (2 each), Student Experience nominee, Library nominee, Computer Services nominee, Facilities nominee, Careers nominee, Academic Operations nominee, Student Union VP for Education, Exams Office nominee and Registrar's nominee.	Library Committee Head of Academic Information and Resource Centre (Chair), Information Literacy Manager, Reader Services Manager, other Library personnel as required, Head of Student Experience, Faculty representatives, learner representatives, Academic Dean.	*Ex-Officio members:* Academic Dean (Chair), Academic Directors (or nominee) and Head of Department (x5), Data Analytics and Reporting Manager *Elected members:* SESU nominee, Learning Unit nominee, Information & Resource Centre nominee, nominees from Academic Faculty (x1 per discipline area), Student Union nominee and IT Tech Support nominee, Transnational partners representative x 2.
Frequency of Meetings	Monthly	X2 per year prior to Board of Studies	Monthly
Scope			Ownership of the College Strategy for Learning, Teaching, and Assessment. (SLATE).
Function	To support and develop innovative learning and teaching practices, linked to assessment of programme and module outcomes.	Support innovative learning and teaching, linked to assessment of programme and module outcomes.	Develop the Strategy for Learning, Teaching, and Assessment. A core aspect of this is to create a Strategy for Learning and Teaching Enhancement (SLATE). Devise a plan to implement SLATE through the setting of strategic objectives. Promote and support the implementation of current pedagogies and innovation in teaching, learning and assessment across all faculties and departments. Foster a culture of Continuous Personal Development (CPD) of faculty in educational, technological and discipline specific areas. Review reports and metrics in relation to performance from other committees, offices, support services, and stakeholders as they relate to Learning, Teaching and Assessment.

	Current Committee ToR		**New Committee ToR**
			Ensure the alignment of strategy and policies for library, knowledge management and Information Systems to the Strategy for Learning and Teaching Enhancement (SLATE).
Operation	The main operations of the Teaching, Learning and Assessment Committee are to: ● Oversee the preparation, review and enhancement of academic support documents such as assessment and marking rubrics, in a response to a need identified by the academic teams ● Facilitate best practice in pedagogy at DBS by raising awareness of current learning initiatives ● Promote staff development in pedagogy ● Promote academic integrity through role modelling best practice ● Implement and monitor learning support activities in DBS ● Organise four learning and teaching symposiums/workshops in the academic year	The main operations of the Library Committee are to: ● Solicit feedback from academic staff and learners to inform and/or review the Library's strategic planning process, library policies and enhancements to Library services ● Act as a platform for disseminating information in relation to library developments to both academic staff and learners ● Act as a mechanism for quality assurance in relation to library operations and developments ● Minutes of the Committee are forwarded onto other quality assurance fora in the College including the Boards of Studies and Academic Board.	Monitor and review metrics and reports in relation to the quality and effectiveness of all components of the Learning and Teaching environment, including curriculum, technologies, resources, and facilities provided by DBS against current standards and benchmarks for higher education. Consider internal and external developments, including academic quality and standards as they relate to Learning and Teaching. Review guidelines, training and support to ensure compliance with DBS quality assurance policies and regulations. Discuss matters pertaining to the delivery of teaching. To set out actions and guidelines where teaching, learning and assessment quality and standards are unsatisfactory. Receive reports on progress against the objectives of the SLATE.
Reports Received:			Content Summary Reports from: ● Exam Board ● Library ● AI/vivas ● Appeals ● Complaints ● Industry Advisory Boards ● Student feedback ● Class rep meetings

	Current Committee ToR		New Committee ToR
Authority/ Decision-Making Power	The Learning, Teaching and Assessment Committee refers strategies and changes to the Quality Enhancement and Risk Committee, and the Board of Studies for approval.	The Library Committee is a decision-making body. Changes impacting individual programme delivery are referred to Board of Studies for approval.	No
Contact	Academic Dean	Head of Academic Information and Resource Centre	Academic Dean

	Current Committee ToR		New Committee ToR
	Student & Graduate Experience Committee (replaces Student Feedback Committee, and Learner Supports Committee)		
Membership	Student Feedback Committee Data Analytics & Reporting Manager (Chair), Academic Operations nominee, Academic Director nominee, Faculty Manager nominee, Learner representative, Library nominee, Student Experience nominee, Exams nominee, Faculty nominee, other academic or administrative staff as required.	Learner Supports Committee No formal ToR	*Ex-Officio members:* Head of Student Experience (Chair), Head of Information and Resource Centre, Manager - Student Retention (SESU), Student Union Representative - VP Education, Head of Academic Operations, Data Analytics and Reporting Manager, Career Coach, Disability and Inclusion Officer, DBS Graduate (Former SU President or VP) *Elected members:* None
Frequency of Meetings	Convened as required		4 times per year, meets 1 week prior to Academic Board Meetings.
Scope			To monitor and report on the effectiveness of the student supports (supports for student health, wellbeing and additional needs) and learner supports (supports for academic activities) across all college academic and support activities
Function	To reduce 'feedback fatigue', improve response rates, avoid repetition, provide resources and operational support, and enhance the overall use and applicability of the results of student feedback to advance the mission and strategic plan of DBS.		**Receive reports on student supports and activities both academic and non-academic** Submit these reports to the Academic Board. Identifying deficits and areas where student supports, learner supports, and other activities can be improved. Where process or other improvements have been identified or implemented, bring these to the Academic Board for approval or for noting.
Operation	• Coordinate the scheduling of all methods of feedback delivered to DBS students, alumni, faculty, staff, and/or key stakeholders • Review all methods of feedback for compliance with existing policies and best practices		Monitor learning support activities in DBS - both Academic and Non Academic. Act as a platform for disseminating information in relation to library developments to both academic staff and learners. Reduce 'feedback fatigue', improve response rates, avoid repetition, provide resources and operational support, and enhance the overall use and applicability of the results of student feedback to advance the mission and strategic plan of DBS.

	● Provide support for the gathering and analysis of student feedback and subsequent resolution ● Expand accessibility to and use of student feedback results across the College ● Engage with existing College Committees to review Student Feedback mechanisms and resolution approaches		Provide support for the gathering and analysis of student feedback and subsequent resolution. Expand accessibility to and use of student feedback results across the College Report on progress of relevant sections against Academic Plan.
Reports Received:			● Student feedback ● Net Promoter Score (NPS) ● Class rep meetings ● Graduate outcomes ● Employer Engagement Board ● Other feedback as relevant
Authority/ Decision-Making Power	The Student Feedback Committee is a decision-making body. The Student Feedback Committee refers strategies and changes to Academic Board and the Senior Leadership Team/ Executive Board for approval.		No
Contact	Data Analytics & Reporting Manager		Head of Student Experience

	Current Committee ToR	New Committee ToR
	Applied Research & Practice Committee (replaces Research Committee)	
Membership	Core Members: Academic Dean, Dissertation Coordinator, Capstone Director, Practice Research Coordinator, Designated Research Methods Lecturer, Ethics Committee nominee, Research Librarian (secretary). Extended Members: Two active researchers from each discipline as nominated by the Academic Directors at the start of each academic year. Chair and Vice Chair of the committee are appointed at the end of the academic year (June) by the committee for the next academic year. The quorum for the meeting will be the chair (or nominee) plus four additional members of the committee. Other DBS staff may be invited to attend meetings to speak to specific items on the agenda.	*Ex-Officio members:* Academic Dean; Dissertation Coordinator; Capstone Director; Practice Research Coordinator; Designated Research Methods Lecturer; Ethics Committee nominee; Research Librarian (secretary); *Elected members:* Two active applied researchers/practitioners from each discipline to be nominated the Academic Directors at the start of each academic year in time for the September meeting. Chair and Vice-Chair of the committee to be appointed by the committee at the end of each academic year (June meeting) for the duration of the academic year to come. The quorum for each meeting will be the Chair (or nominee) plus four additional committee members. Other DBS staff may be invited to attend meetings to speak to specific items on the agenda as required.
Frequency of Meetings	Bi-monthly. The committee will meet once every two months or more frequently if the business of the committee requires it to.	Bi-monthly
Scope		To monitor and assess the effectiveness of policy and strategy which promotes, encourages and supports Applied Research and Practice activities across the College.
Function	Promote a research-ethos in the College and support those carrying out research in support of the College's research strategy.	Develop applied research and practice policies and strategies at an institutional level for approval by the Academic Board. Oversee the implementation of an applied research and practice strategy for DBS. Position DBS as a significant actor within this field across the Higher Education sector in Ireland. Develop, promote and maintain a robust applied research and practice ethos across the College. Closely monitor applied research and practice activity at DBS.
Operation	The main functions of the Research Committee are to:	● Explore practice-led research and research-led practice at DBS.

	Current Committee ToR	New Committee ToR
	- Promote and support collaborative applied research activity in DBS. - Develop research policies and strategies at an institutional level for approval by the Academic Board. - Oversee the implementation of a research strategy for DBS. - Monitor research activity in DBS. - Approve procedures for the allocation of DBS research funds. - Organise an annual research seminar/conference. - Identify and disseminate information regarding research funding opportunities - Liaise and co-ordinate with the Library research support functions where relevant (e.g. archival of financially supported research activity outputs and conference attendance reports) - Consider and recommend quality assurance measures for research activity and devise improvement measures relating to research activity. Approved meeting minutes will be made available to DBS staff and faculty, with personal identifying information removed. Committee members who fail to attend at least 50% of committee meetings in an academic year without reasonable explanation will not be invited to re-join the committee for the next academic year.	- Provide active support for those carrying out applied research and practice activities in line with the stated strategy of DBS in this area. - Engage with DBS Industry Advisory Boards in the pursuit of suitable and sustainable applied research and practice collaboration. - Promote and support collaborative applied research and practice activity across DBS. - Liaise where appropriate with external partner bodies for the purposes of funding, resourcing and collaboration. - Liaise with the Research Librarian to actively promote the publication and dissemination of applied research and practice outputs involving DBS staff, students, faculty and collaborators on a national and international level. - Recommend procedures for the allocation and management of applied research and practice funding mechanisms at DBS. - Organise an annual applied research and practice seminar/conference at DBS. - Identify and disseminate information regarding external funding mechanisms and opportunities available to DBS staff and faculty. - Ensure ongoing consideration of agreed QA measures and metrics for applied research and practice activity and output.
Reports Received:		Ethics Committee
Authority/ Decision-Making Power	The Research Committee is a decision-making body, with delegated authority from the Academic Board. The Research Committee refers changes to strategies and policies to the Academic Board for approval.	No
Contact	The contact for the Committee is the current Chair of the Committee (Research Librarian as secretary can confirm this appointment).	The Chair, and the Research Librarian (Secretary to the Committee).