

Incorporating any amendments approved at subsequent Council meetings

The University of Dublin

Trinity College

A meeting of the University Council was held on Wednesday 25 June 2008 at 11.15 am in the Board Room.

<i>Present</i>	Provost, Vice-Provost, Senior Lecturer, Senior Tutor, Dean of Graduate Studies, Dean of Arts, Humanities and Social Sciences, Professor B M Lucey, Dean of Engineering, Mathematics and Science, Dr M E G Lyons, Dean of Health Sciences, Ms F M Haffey, Dr A O'Gara, Mr G Magee.
<i>Apologies</i>	Registrar, Librarian, Dr M H Adams, Dr P Coleman, Dr H Gibbons, Dr M J F Brown, Dr V A Campbell, Dr J P Gormley, Mr B Rock, Mr C Hallworth, Mr H Sullivan, Ms C Ní Dhubhda, Mr D Walsh, Ms E Keaveney, Professor N M Claffey.
<i>In attendance</i>	Secretary, Academic Secretary.
<i>Observers</i>	Dr M L Brennan, Mr D L Parris, Dr G Biehler, Professor D B Murray,
<i>Student observer</i>	Mr C Reilly.

SECTION A

- CL/07-08/203 **Minutes** The Minutes of the following meetings were approved and signed:
- (i) 4th June 2008 (Personal Chairs);
 - (ii) 4th June 2008.
- CL/07-08/204 **Matters arising:** The Senior Lecturer drew Council's attention to Actum CL/07-08/187, Council Composition. He noted that Board at its meeting of the 18th June 2008 had approved an extension to the deadline for receipt of nominations for representatives on Council to Wednesday 25th June 2008.
- CL/07-08/205 **Provost's Report:** The Provost noted the worsening public sector financial predications for the coming year, and informed Council that the Heads of the Irish Universities are seeking a meeting with the new Minister for Education, Mr Batt O'Keeffe, T.D., to discuss the impact of financial cutbacks on higher education.
- CL/07-08/206 **Restructuring:**
- (i) **Committee Structures:** The Senior Lecturer drew Council's attention to a memorandum from the Restructuring Implementation Oversight group (RIOG), dated 10 June 2008, which had been circulated. He outlined the concerns which had been raised during the consultation process on the RIOG's initial proposals on revising College's committee structures. There is some concern that the RIOG is repeating the work completed by the Audit Committee for

Board in 2004, and some staff members feel that the recommendations of the Audit Committee on Governance should stand. There is a view that there should be a total overhaul of the principal committees-structure towards greater amalgamation of principal committees and the elimination of a majority of existing sub-committees. It was felt that there should be no changes to the principal committee structures until the Faculties have their committee structures in place and the Chief Academic and Chief Operating Officers take office. He advised Council that, in order to address these concerns, the RIOG recommends that a holding position be put in place for the academic year 2008-09.

Council noted and approved the recommended holding position as follows:

- (a) All existing Principal Committees of Board and Council, with the exception of the Heads' of School Committee, should remain in place for the 2008-09 period or until such time as a new committee structure is approved by Board.
- (b) The Heads' of School Committee should be discontinued as of the 11th July 2008. Until a final proposal on revised committee structures is approved, the sub-committees of the Heads' of School Committee should continue in existence.
- (b) The following sub-committees of the Heads' of School Committee should report directly to Council for the academic year 2008-09 or until such time as a new committee structure is approved by Board:
 - Graduate Studies Committee
 - Quality Committee
 - International Committee.
- (c) The remit of the Centre for Academic Practice and Student Learning Committee should merge with the Undergraduate Teaching and Learning Committee and this reconstituted committee should report directly to Council for the academic year 2008-09 or until such time as a new committee structure is approved by Board.
- (d) The Personnel and Appointments Committee (PAC) should revise its remit to take into consideration the new Faculty structure. Board has agreed that applications for new or replacement staffing posts within the Faculties should be managed by Faculty Executives. Applications for new or replacement posts within the Administrative and Support Service Areas should be managed by the Senior Administrative Management Group (SAMG)

Faculty Executive Committees will make recommendations to Council and Board on strategic staff recruitment within their Faculties. It will be necessary to carefully manage devolution of recruitment to Faculty Executives and the SAMG. Firstly, the administrative supports will have to be in place in the Faculties and for the SAMG. Secondly, it will be necessary to ensure that institutional memory on staffing commitments across all areas is maintained and applied as appropriate in the decision-making process on appointments. The PAC should continue in existence for 2008-09 and phase out when the structures are in place and the Staff Office and Faculty Deans are

satisfied that the new committees have at their disposal all relevant staffing information and administrative supports.

- (d) The Resource Management Committee should be discontinued as its remit no longer fits the new academic structures.
 - (e) The ARAM Taskforce should continue for the interim and its minutes should go to the Finance Committee.
 - (f) The Vice-Provost should chair a new working group, recommended by Board, to complete the review of the committee structures.
- (ii) **Strategic Planning Devolution:** The Senior Lecturer invited Council's attention to a memorandum from RIOG, dated 10 June 2008, which had been circulated, together with the report of the Strategic Planning Devolution Working Group (SPDWG) which had been chaired by the Vice-Provost.

The Vice-Provost introduced this item and drew Council's attention to the details in the report. She thanked the members of the SPDWG, which comprised the Dean of Research, Senior Lecturer, Dean of Graduate Studies, three Professors from the faculties (Professor Lunney, Professor Hogan, Professor Radomski) and the then Research Strategy Officer, Dr Edmond for their work. She advised Council that in preparing the report, the Working Group had received briefing notes from the Vice-Provost on the activities of the Strategic Planning Taskforce, discussion documents from the Dean of Research, the Dean of Graduate Studies, and Senior Lecturer on the devolution of research strategy, graduate education strategy and undergraduate education strategy respectively, and the RIOG's document on revised committee structures. The Working Group had also met with a delegation from the Irish Congress of Trade Unions and the Staff Secretary, and with the three Faculty Deans.

The Vice-Provost took Council through the individual recommendations of the SPDWG which focus on the devolution of research strategy, graduate education strategy, and undergraduate education strategy. She stated that the recommendations provide for the devolution of the current strategic planning process and take cognisance of the need to obtain a balance between the devolution of strategy to Faculties and the central oversight of the College's strategic direction provided by the new Executive Officers Group. Faculty Deans are considered pivotal in ensuring alignment between the top-down strategic leadership provided by the Provost and the Executive Officers Group and the bottom-up strategic direction provided by the Schools. In the context of the Provost being responsible for the Board-approved strategic direction of the College, and the Faculty Deans being responsible for strategic planning in the three faculties, it was recommended that the Vice-Provost continue to coordinate strategic planning, in line with the role of coordinating College-wide research and education academic policy and strategy, and the Dean of Research oversee and coordinate the College's research and innovation strategy and the technology transfer and entrepreneurship strategy. Administrative and support area strategic plans are to be coordinated by the Chief Operating Officer and brought to the Executive Officer Group by the COO, in consultation with the Vice-Provost, to ensure alignment between them, the School plans and the College strategic plan.

The Vice-Provost advised that the recommendations enable participation by all members of the College community in strategic planning in academic units, and in administrative/support areas, aligned to the College strategic plan.

Council noted and approved the recommendations of the SPDWG which are set out in Appendix 1 to these minutes

CL/07-08/207 LL.B (Languages) - request for approval of exception from the general 60 credit rule: A paper from the Law School outlining the case for an exception to the Council approved policy that all courses must apply 60 ECTS (European Credit Transfer Scheme) credits to each year of an undergraduate course. The Senior Lecturer introduced this item and noted that the Law School argues that the junior freshman, senior freshman, and senior sophister years of Law and French and Law and German undergraduate degree programmes should be based on a 70-credit structure. The students are required to spend the junior sophister year abroad and will receive 45 credits for successful completion of this year. In total the Law and Languages degree programmes would have 255 ECTS credits (the norm is 240 or less). The paper outlines the parameters underlying the request for an exception to Council policy on ECTS. The overall structure of the courses is currently highly satisfactory from an educational perspective. As qualifying Law degrees, there is a significant body of law modules which must be covered. Students are obliged to spend their junior sophister year on an Erasmus exchange in either France or Germany, and consequently only have three years in Trinity to cover all the necessary Irish law options as well as other course components. The fundamental nature of the LL.B (Language) degrees is that they are fully interdisciplinary and to significantly alter the balance of the various disciplines within them would detrimentally affect their character. The Language courses taught are necessary to ensure that the students are fluent before they take up their study abroad and on graduation. The other course modules are fundamental components of the degree programme.

While noting the parameters underlying the request of the Law School to seek an exception from the 60 ECTS regulation, the Senior Lecturer outlined a number of issues that Council should consider in its deliberation. Council approved the 60 ECTS regulation at its meeting in December 2006 for a number of reasons. The regulation conforms to the Bologna directive, the National Qualifications Framework (NQF), the Recurrent Grant Allocation Model which funds Colleges based on student number returns in line with 60 ECTS per annum, and the national and international maximum student workload model.

In discussing this item, the Dean of the Faculty of Arts, Humanities and Social Sciences noted the Calendar regulation which states that "in exceptional instances, almost always related to professional and interdisciplinary courses, there can be an excess of credits above 60 in certain years." The Academic Secretary qualified that this exception applies to course regulations over which the College has no control, such as the Bachelor in Education courses that must satisfy Department of Education and Science regulations. She noted that the Irish Universities Association, the NQF and the Heads of Education in the Irish universities are addressing this matter with a view to bringing these courses into line with the Bologna directives and the NQF guidelines.

There were arguments for and against the provision of an exception for the Law and Language degree programmes and these were based on maintaining College-wide uniformity in academic regulations and issues of quality and academic standards.

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Arguing in favour of an exception, it was held that the Law and Language degree programmes have gained a significant reputation and provide an excellent academic grounding for students. The high quality and academic rigour of the programmes can only be achieved with a 70-credit structure across three years in conjunction with 45 credits associated with the year abroad. This argument was countered on the grounds that Council approved at its meeting of the 7th May 2008 an LL.B (Business) and LL.B (Political Science) which conform with the 60 ECTS regulation, and these degrees will qualify graduates for entry to professional qualifications in legal studies. Therefore, it is possible to graduate with a LL.B (Language) with fewer credits in law subjects than is currently the case in the LL.B (Languages). It was noted that the LLB (Language) courses provided a select range of exemptions for graduates wishing to study towards a professional qualification, but that the degree programmes themselves did not qualify graduates with a professional qualification.

It was contended that granting an exception from the 60 ECTS regulation would make it difficult to apply Council regulation in this regard across other programmes. Schools have engaged in widespread curriculum reform in order to comply with the Council regulation, and in some cases this demanded reconstructing the curriculum and course structure. Schools have been advised that they must move away from the traditional concept of curriculum in terms of input and to focus on outcome. This reflects a fundamental change in the approach to curriculum and learning in higher education across Europe, and is principally a course design matter. It was commented that the Law School has made every effort to comply with the 60 ECTS regulation but finds it difficult to do so in the interest of maintaining quality and high academic standards.

In drawing the discussion to a conclusion, the Provost proposed that the Vice-Provost, the Faculty Dean, the Head of the Schools involved, a student representative and the Academic Secretary should consider the arguments presented and make a recommendation to Council in Michaelmas Term 2008. He commented on the need to consider the matter of curriculum design, entry requirements, student workload, and academic standards, noting the importance of maintaining uniformity in academic regulations and standards across College.

CL/07-08/208 Proposal B.A.I./M.AI. Programme A memorandum from the Head of School of Engineering dated 5th June 2008 was circulated. The Senior Lecturer introduced this item and noted the background to the proposal. The School of Engineering in response to professional accreditation and Bologna demands wishes to establish a five-year Bologna compliant degree programme. The current B.A.I. degree will lose its accredited status in 2012 and the proposal is to build on the current B.A.I. structure to enable the School to offer an accredited degree programme post 2008. This means that entrants to the programme from 2009-10 will need to undertake a five-year programme of study in order to satisfy the requirements of the accreditation body. The proposed programme will lead to the award of a 300-credit M.A.I. at level 9 on the National Qualifications Framework (NQF). Students not wishing to or not deemed qualified to proceed to year five will have the option of exiting after year four with the B.A.I. (240 credits, NQF level 8). Students may also exist after successfully completing three years of the programme with an Ordinary Bachelor degree (180 credits, NQF level 7). The Senior Lecturer drew Council's attention to the purpose and aims of the course, noting the urgent need to develop an accredited five-year Masters level programme consistent with the Bologna initiative. Research training has been identified by Engineers Ireland as an additional criterion required for accreditation of five-year programmes, and the trans/multi-disciplinarity and empowerment of students in programme design are now recognised

as key features of good educational practice in Engineering. The Senior Lecturer noted the proposed structure of the B.A.I./M.A.I course and its relationship with existing postgraduate M.Sc. courses in the School of Engineering.

Council discussed the proposal and commended the School for its creative approach to satisfying the ECTS regulations, the Bologna directives and the new requirements of the professional accreditation body, Engineers Ireland. The Academic Secretary in response to a query confirmed that the stipulation in respect of students needing to have obtained a 2.2 or better in year three in order to continue to year five of the programme is in line with College academic regulations. Currently in Science, Engineering and BESS, for example, students must obtain a 2.2 or better in year three in order to proceed to year four of the undergraduate degree programme. She also confirmed that students proceeding to year five of the B.A.I./M.A.I. will be subject to postgraduate fees.

Council noted and approved the proposal leading to a B.A.I./M.A.I. subject to a full course structure being presented in due course for Council's approval

CL/07-08/209 Graduate Studies - Course Proposal A proposal leading to the award of an M.Sc./Postgraduate Diploma (exit only) in Respiratory Physiotherapy dated 16th June 2008 was circulated. The Dean of Graduate Studies introduced this item. She noted that the proposal had received a positive external review and was approved by the Graduate Studies Committee and the ARAM Taskforce. The course will be delivered part-time over two years commencing in October 2008, caters for a maximum of ten students, and conforms to Trinity's ECTS regulations. The course aims to develop the students' knowledge and skills in the physiotherapy management of patients with respiratory disorders and to enable students to critically evaluate and engage in research in this area. There is a continuing demand for postgraduate education and advanced clinical training in this area and at present those interested in advancing their knowledge of respiratory physiotherapy have to study outside of Ireland.

Council noted and approved the proposal leading to the award of an M.Sc./Postgraduate Diploma (exit only) in Respiratory Physiotherapy.

CL/07-08/210 Calendar Changes The Senior Lecturer reported revised Calendar regulations have been approved by the Undergraduate Teaching and Learning Committee. A major reorganisation of the presentation of the Calendar to reflect the new three Faculty structure has been completed.

CL/07-08/211 Any Other Business The Council approved the following items under other business:

- (i) **Change of Postgraduate Title - MPhil In Anglo Irish Literature to MPhil in Irish Writing**, from 2008-2009 (memorandum from the Dean of Graduate Studies, tabled, dated 24 June 2008).
- (ii) **School of Chemistry - Heads of Discipline** (memorandum from the Head of School, tabled dated 19 June 2008)
 - (a) **Inorganic and Synthetic Materials Chemistry (2008-2001)** Professor S M Draper (re-elected for a second term);
 - (b) **Physical, Computational and Materials Chemistry (2008-2011)** Dr M E G Lyons (initial term).
- (iii) **School Directorships - Nursing and Midwifery**

- (a) Director of Teaching and Learning (Undergraduate) - October 2008 to September 2009) (memorandum from the Director of the School of Nursing and Midwifery, tabled dated 20 June 2008):
Dr F Timmins
- (b) Director of Research (1 September 2008 to 12 July 2010) (memorandum from the Director of the School of Nursing and Midwifery, tabled dated 20 June 2008):
Professor C Comiskey
- (iv) **TCD/USIT Summer School** The Council approved the nomination of Professor G O'Brien as set out in a memorandum from Professor T Brown, tabled dated 20 June 2008.
- (v) The Provost noted that this was the last Council meeting of this academic year and thanked outgoing elected and student members, observers and all other members for their contribution to the work of the Council. He noted that the Vice Provost and the Senior Lecturer had come to the end of their term of office and thanked both Officers for their outstanding contribution and commended their achievements in their respective posts. He also informed Council that the Secretary to the College will take up a new position in College as Director of Strategic Initiatives on the 13th July 2008 and Ms Anne Fitzgerald will take over as Acting Secretary to the College. The Provost thanked the Secretary for his professionalism and outstanding service to Council, Board and the College Community and wished him well in his new position.
- (v) The Provost noted that there will be a meeting of Council on the 3rd July 2008 to interview for appointment to the Professor/Academic Director for the Long Room Hub. He urged members to make every effort to attend this meeting.

SECTION B

- CL/07-08/212 Information Policy Committee** The Council noted and approved the recommendations as set out in the minutes of the Information Policy Committee from its meeting of 27 May 2008, which had been circulated.
- CL/07-08/213 Quality Committee** The Council noted and approved the recommendations as set out in the minutes of the Quality Committee from its meeting of 27 May 2008, which had been circulated.
- CL/07-08/214 Undergraduate Teaching and Learning Committee** The Council noted and approved the recommendations as set out in the minutes of the Information Policy Committee from its meeting of 29 April 2008, which had been circulated.

SECTION C

- CL/07-08/215 Higher Degrees—Reports of Examiners - Higher Degrees by Research Alone** The Council noted and approved the reports of examiners on candidates for higher degrees, approved by the sub-committee of Board and Council on 27 May 2008 and noted by Board on 18 June 2008.

PhD Darko Babic; Julian Leslie Bloomer; Melanie Bourouche, Lucy Ann Buckley; George Bwanika Seremba; Deirdre Crowe; Eithne Cunningham; Martha Dalton;

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Katharina Nicole Dedem-Laurens; Emily Suzanne Edwards; Alan Anthony Farrell; Aoife Gowran; Amjad Kayat; Antonio Hervas-Abad; Bridget Theresa Kane; Sinéad Kelly; Stacey Kelly; Sara Jane Kimberley; Liam Lenihan; Niamh Maguire; John Mahon; Aoife McDermott; John Patrick McGrory; Christine Geraldine McMahon; Sharon McNicholas; Corina Naughton; Julie Ann Naughton; Michael O'Dwyer; Cólín Pol Ó Maoiléidigh; Valentin Ruana Rubio; Emma Louise Saunders; Deirdre Catherine Serjeantson; Noeleen Smyth; Stephen Peter Van Vlack; Freya Verstraten; Andrew Wall; Valerie Ellen Walsh; Jean Wilson.

MSc Aoife Maire Langton; Brian Madden; Áine Ní Bhriain.

MLitt Damian Edward Bruce; Gabriel Clay Magee.

MAI Jane Yvonne Grace O'Neill.

CL/07-08/216 Graduate Studies

- (i) **Reclassification of the MAI Recurrent Education as a research programme**
The Council noted and approved a memorandum from the Dean of Graduate Studies, circulated, dated 17 June 2008;
- (ii) **Business Requiring approval of the University Council** The Council noted and approved a memorandum from the Dean of Graduate Studies, circulated, dated 7 June 2008.

CL/07-08/217 Council Membership 2008-2009– Graduate Students' Union and Students' Union

The Council noted members and observers of Council for the following academic year:

- (i) **Graduate Students' Union** Vice-President: Ms A Murphy
- (ii) **Students' Union**
Education Officer (Mr H Sullivan);
Arts, Humanities and Social Sciences (Ms C Ní Dhubhda);
Engineering, Mathematics and Sciences (Mr F Hughes);
Health Sciences (Mr D Walsh).

CL/07-08/218 School of Pharmacy and Pharmaceutical Sciences The Council noted the following nominations:

Director of Teaching and Learning (Undergraduate): Dr A M Healy
 Director of Teaching and Learning (Postgraduate): Dr A Harkin
 Director of Research - Dr C Ehrhardt
 Executive Committee:
 Professor M Radomski (Head of School)
 Professor M Meegan
 Dr A M Healy
 Dr A Harkin
 Dr J Quigley
 Dr C Ehrhardt
 Dr J Walsh
 Dr M Henman
 Mr R Keaveny (Technical Representative)
 Ms Aileen Treacy (School Administrator)
 Undergraduate and Postgraduate representatives (to be elected)

CL/07-08/219 Heads of School The Council noted that the Board has approved the following nominations:

- Biochemistry and Immunology Professor K Mills;
- Business Dr G McHugh;
- Computer Science and Statistics Dr D Abrahamson;
- Engineering Professor J Fitzpatrick;
- Genetics and Microbiology Professor C Dorman;
- Histories and Humanities Professor R Stalley;
- Mathematics Dr D O'Donovan;
- Natural Sciences Professor J Parnell;
- Pharmacy and Pharmaceutical Sciences Professor M Radomski;
- Physics Professor J Donegan;
- Social Work and Social Policy Professor R Gilligan.

CL/07-08/220 School of Psychology – Director of Teaching and Learning (Undergraduate) The Council noted and approved the nomination of Dr J Quigley, for two years from 13 July 2008 to 12 July 2010.

CL/07-08/221 Centre for European Studies – Director The Council noted and approved the nomination of Dr J Doherty for three years from 13 July 2008 to 12 July 2011.

CL/07-08/222 School of Engineering - Directorships The Council noted and approved the following nominations, from 13 July 2008 to 12 July 2011:
Director of Teaching and Learning (Undergraduate): Dr K O'Kelly
Director of Teaching and Learning (Postgraduate): Professor B Basu
Director of Research: Professor R Reilly.

SECTION D

In compliance with the Data Protection Acts this information is restricted.

Signed

Date

Appendix 1 to Actum CL/07-08/206 (ii)

Restructuring - Strategic Planning Devolution:**1. Strategic Planning in the new structures**

- (i) It is recommended that the Vice-Provost continues to coordinate strategic planning, in line with the role of coordinating College-wide research and education academic policy and strategy
- (ii) It is recommended that the Dean of Research oversees and coordinates the College's research and innovation strategy and the technology transfer and entrepreneurship strategy.
- (iii) It is recommended that the Provost and the new Executive Officers Group initiate and approve the strategic planning processes and final plans and monitor their implementation.
- (iv) It is recommended that the College Strategic Plan, to be updated for the period 2009-2014, be overseen by the new Executive Officers group. Progress in implementing the College strategic plan will continue to be reviewed and monitored by the Executive Officers Group and the Board of the College.
- (v) It is recommended that School strategic plans, and the progress made in implementing them, are to be reviewed, monitored and evaluated by the Faculty Executive Committees led by the Faculty Deans, and are to be brought to the new Executive Officers Group by the Faculty Deans to ensure alignment between School plans and the College strategic plan.
- (vi) It is recommended that Faculty Deans develop a process coordinated by the Vice-Provost to synchronise and align the development of School strategic plans and the College strategic plan.
- (vii) It is recommended that consideration be given to the development and evaluation of strategic plans from recognised Trinity Research Institutes and Centres, which may - given their interdisciplinary nature - span several Schools and Faculties. The Faculty Deans are considered pivotal in ensuring alignment between the top-down strategic leadership provided by the Provost and the Executive Officers Group and the bottom-up strategic direction provided by the Schools.
- (viii) It is recommended that administrative and support area strategic plans are to be coordinated by the Chief Operating Officer and brought to the new Executive Officers Group by the COO in consultation with the Vice-Provost to ensure alignment and synchronicity between them, the School plans and the College strategic plan.
- (ix) Participation in strategic planning in academic units has been achieved through the representation of staff and students on School executives and School committees and it is recommended that such participation continues to be a priority, to be achieved through meetings of School executives and School committees to consider strategic matters. It is recommended that similar proactive participation in strategic planning in administrative and support units is achieved through the representation and involvement of staff on appropriate groups. It is recommended that full participation in strategic planning in the spirit of partnership and collegiality is maintained and fostered.

2. Research, graduate education, and undergraduate education strategy

- (i) It is recommended that a single institutional research strategy, coordinated by the Dean of Research, is maintained, which overarches the totality of Trinity's research activities, as at present.

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- (ii) It is recommended that developments of the College strategic plan are based on the agreed principles enshrined in the College strategic plan update 2006: international excellence in the individual scholar is central to research; a broad base of excellence in research activity across disciplines is appropriate for a research intensive university; the strategy of interdisciplinarity is fundamental to the College's goal of being recognised as a world leader in at least some research activities; it is necessary for the achievement of this goal that the research strategy continues to identify areas of strength, benchmarked internationally, and to create critical mass in focal themes for future growth and investment; it is essential to build on existing areas of strength rather than weakness, while retaining flexibility to grow emergent areas.
- (iii) It is recommended that the Faculty Executive Committees, led by the Faculty Deans, when considering the research proposals in Schools' strategic plans, will take cognisance of the strengths and emergent areas identified in the College strategic plan.

3. Devolution of Graduate Education Strategy

- (i) It is recommended that the central function be considered by the current nomenclature of Graduate Studies Office rather than alternatives such as Graduate School.
- (ii) It is recommended that the following functions continue to be centrally administered, for efficiency, consistency and legislative reasons:
 - *Admissions*: It is recommended that applications are processed centrally, including applications for taught postgraduate courses (which are processed through the Postgraduate Application System) and applications for research postgraduates (which will be processed through the same system in the future).
 - *Examinations*: It is recommended that postgraduate examinations are administered centrally, including approval of nominations for examiners, receipt of examiners' reports and research results.
- (iii) It is recommended that aspects of the following functions be devolved to the Faculties:
 - *New Course Approval*: It is recommended that the Faculty Executive Committees led by the Faculty Dean approve new postgraduate courses in the context of the suite of postgraduate programmes available in the Faculty, prior to their approval by the Graduate Studies Committee and Council.
 - *Postgraduate Student Recruitment*: It is recommended that the Faculties take responsibility for strategic postgraduate student recruitment in a proactive and systematic manner for Schools in the Faculty.
 - *Awards/Benefactions*: It is recommended that the Faculties allocate existing awards. It is also proposed that the Faculties strategically develop further means to support postgraduate research students, e.g., through Teaching Assistantships.

4. Devolution of Undergraduate Education Strategy

- (i) It is recommended that the following functions continue to be centrally administered, for efficiency, consistency and legislative reasons:
 - *Admissions*
 - *Examinations*
 - *Student records*
- (ii) It is recommended that aspects of the following functions be devolved to the Faculties:
 - *Undergraduate student numbers*: It is recommended that the Faculty Executive Committees are to play a role in determining the undergraduate student numbers in the College and their recommendations are to be brought by the Faculty Dean to the Academic Management Group and the new Executive Officers Group.
 - *Undergraduate courses*: It is recommended that decisions about undergraduate courses including the introduction of new courses, amendments to existing courses, and cessation of existing courses made by a School are to be approved by the Faculty Executive Committee, and the Principal Committee of the Council.

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- *Undergraduate student recruitment.* It is recommended that the Faculties coordinate the activities of the Schools in the Faculty for undergraduate student recruitment.

5. Strategic development

- (i) It is recommended that consideration be given to the best manner in which to coordinate strategies for contribution to the community, locally and globally, and outreach in general, to ensure maximum benefit to all and to assist accurate provision of data to the Board on the totality of College's outreach activities in any given year.
- (ii) The College's philanthropic fundraising strategies are led by the Provost, supported by the Trinity Foundation. It is recommended that the role for the Faculty Deans in fundraising specified in the document 'Roles and responsibilities of Faculty Deans' allows for continued alignment of top-down and bottom-up philanthropic strategic direction.
- (iii) It is recommended that the on-going development of strategies in relation to human resources, infrastructure, information and communications technology, and governance and resource management be considered within the brief of various principal committees of the Board, with a role for initiatives to be brought to these committees from the Executive Officers Group by Officers as appropriate and from the Faculties by the Faculty Deans.
- (iv) It is recommended that the process by which strategic planning is achieved within the College is reviewed again by the Board after the completion of the 2009-2014 College strategic plan, and regularly thereafter.