

Incorporating any amendments approved at subsequent meetings

The University of Dublin

Trinity College

Minutes of Joint meeting of Board and the University Council, 2 April 2003

Present Provost (Dr J Hegarty), Registrar (Mr R A Stalley), Bursar (Dr J W O'Hagan), Senior Lecturer (Dr S M Greene), Dr S P A Allwright, Mr B Connolly, Dr L E Doyle, Dr S Duffy, Ms A-M Gatling, Dr H Gibbons, Mr H Kearns, Ms M Leahy, Dr J G Lunney, Dr J M Mossman, Mr I Moynihan, Dr A N M Ní Chasaide, Mrs J O'Hara, Mr W Priestley, Mr D Scammell, Dr F Shevlin, Ms E K Stokes, Dr T T West, Senior Tutor, Dean of Graduate Studies, Dean of Arts (Humanities), Dr M H Adams, Dean of Arts (Letters), Dr S J Matterson, Dr N McLelland, Dean of Business, Economic and Social Studies, Dr J C Stewart, Dean of Engineering and Systems Sciences, Dr J K Vij, Dr D W O'Dwyer, Dean of Health Sciences, Dr A W Kelly, Dean of Science, Dr P Coxon, Dr B Espey, Ms G E Fallon, Dr C Benson, Ms H Fychan, Mr J Walsh, Mr I Moynihan, Dean of Dental Affairs, Mr F Kieran, Mr J Inderhaug.

Apologies Vice-Provost (Dr J B Grimson), Dr J A Fitzpatrick, Dr C Horn, Dr J C Sexton, Dr D L Weaire, Dr P C Conroy, Dr N Persram, Dr M G Barry, Ms T Cox.

In attendance

(ex officio) Secretary, Treasurer, Librarian, Academic Secretary, Assistant Secretary.

11/229 39/A Strategic Plan 2003-2008 The Provost, introducing the topic, advised the Board and Council meeting that following its consideration of the draft Strategic Plan it would be revised to incorporate amendments and suggestions, following which it would be made available for consultation on the College's local website after which it would be presented for final approval to the Board meeting in May. The meeting noted that the Provost has been invited to present the Strategic Plan to a meeting in the HEA on 15 July 2003.

The Provost invited the meeting's attention to the draft Strategic Plan, which had been circulated, noting in particular the following five strategic goals and the actions to achieve them:

- Goal 1: To provide an internationally competitive research and scholarship programme
- Goal 2: To provide a high quality, innovative education programme
- Goal 3: To respond to the needs of Irish society
- Goal 4: To provide an infrastructure to support the plan's actions
- Goal 5: To provide an effective governance and management structure

The Provost invited the Board's attention to the overall cost of the plan over the five-year period, noting that fundraising initiatives will be required to achieve all the objectives.

In the long discussion which followed the Provost's presentation, the following issues were raised by Board and Council members:

- (i) there will be a need to communicate issues in relation to future governance structures to the College community, noting the potential conflict between a commitment to accountability and transparency and to flexibility in decision-making

- (ii) Trinity's comparative strengths in Irish Studies should be given greater and more explicit prominence
- (iii) support services for graduate students will have to be strengthened in the future if the targeted increase in postgraduate student numbers is to be achieved
- (iv) postgraduate teaching should be given explicit reference
- (v) recognition for excellence in teaching should be emphasised
- (vi) areas of research priority should not be driven solely by the ability to attract external research funding
- (vii) references to the desire for a diverse college community should reflect the necessity for accompanying support services
- (viii) explicit reference should be made to including students with disability among the student population
- (ix) provision of childcare for staff and students and more explicit reference to family friendly practices should be included
- (x) greater emphasis should be given to improving the Trinity experience for staff as well as students
- (xi) the Mission Statement should include reference to equality of opportunity
- (xii) consideration should be given to providing opportunities for life-long learning
- (xiii) the strengths of the Library should be given more emphasis

The meeting noted Professor Vij's comments in relation to the recovery of indirect costs for research.

In response to a query, the Provost advised the meeting that a strategy to communicate the plan's objectives and actions was being developed which would include, *inter alia*, a public launch and private discussions with key decision-makers. The meeting noted the suggestion that consideration should be given to having an Irish language version of the plan.

Signed:

Date: