

The University of Dublin

Trinity College

Minutes of Board Meeting, 7 October 2009

<i>Present</i>	Provost (Dr J Hegarty), Vice-Provost/Chief Academic Officer (Dr P J Prendergast), Senior Lecturer (Dr A Douglas), Registrar (Dr J Barkhoff), Dr S P A Allwright, Mr C Cashman, Ms M A Coffey, Mr A Cooke, Mr P G Connell, Mr W J Dowling, Mr R Hodson, Dr E Mac Cárthaigh, Dr J F McGilp, Dr K J McGinley, Mr C Ó Broin, Dr E J O'Halpin, Dr D O'Neill, Dr A J Piesse, Dr H J Rice, Dr S M Ryan, Dr D M Singleton, Mr B Sweeney, Dr J K Vij.
<i>Apologies</i>	Bursar (Dr M M O'Mahony), Ms G Clarke, Dr A McElligott, Dr K J McGinley, Ms P Murphy.
<i>In attendance</i>	Ms S Mac Bride.
<i>(ex officio)</i>	Secretary to the College, Treasurer.
<i>(by invitation)</i>	Interim Chief Operating Officer.

SECTION A

**BD/09-10/021 Draft Strategic Plan (2009 -2014)** The Vice-Provost/Chief Academic Officer invited Board's attention to the draft Strategic Plan and accompanying memorandum dated 5 October 2009, which had been circulated. He advised Board that following the previous meeting of Board and a meeting of Council which had taken place on 30 September 2009, the draft Plan had been revised on the basis of the comments received during this consultation process and from the wider College community, including Heads of Schools.

Noting the importance of assessing the costs and risks of implementing the actions in the Strategic Plan, the Vice-Provost/Chief Academic Officer advised Board that they will be evaluated based on whether the action will:

- be implemented using existing resources,
- require new resources as in the case of capital projects, or
- require rationalisation in certain areas.

The Board noted implementation of many of the Actions will be dependent on resources generated by the Schools, through for example increased student numbers, as resources will not be centrally available within the College.

The Board noted concerns that in the absence of any reference to the funding implications, the College could be exposed to reputational risk should any aspects of the Plan fail due to inadequate funding. The Board, welcoming the risk analysis accompanying the Plan, noted that a mitigating factor in managing the risk was the fact that funding sources on which achievement of the Plan was contingent were clearly identified in the text. The Board agreed that in order to address these concerns, each Action would be accompanied by a statement as to the expected funding source.

The Vice-Provost/Chief Academic Officer invited Board's attention to the main areas of difference between the current draft and earlier versions, noting additional sections and changes in emphasis within chapters.

In the course of a discussion, the following issues were raised by Board members:

- (i) it is important to note how the College is going to realise the Action points set out in the Strategic Plan in light of the changing economic environment;
- (ii) the allocation of resources should be assessed with reference to the Risk Assessment document prepared by the Interim Chief Operating Officer, which had been circulated;
- (iii) there is a need to provide a definition of the phrase "research-led teaching" within the Plan to avoid potential negative perceptions of the Plan's intentions in this regard;
- (iv) the emphasis placed on "research-led" activities should be balanced by recognising the importance the College also places on excellence in teaching;
- (v) the important role of Fellowship and Scholarship should be highlighted within the Plan;
- (vi) a commitment should be included in the Plan that Centre, School and Departmental governance will be revised to maximise collegiality, inclusivity and human capital and that mechanisms will be put in place to monitor and maintain the College's governance arrangement;
- (vii) structures in support areas should be reviewed to ensure they can facilitate the implementation of the Plan.

Subject to editorial corrections, the inclusion of an Introduction section for external audiences and additions to address the comments made by Board members, the Board approved the document for publication.

The Board expressed its thanks to the Vice-Provost/Chief Academic Officer and to all College Groups involved in the preparation of the plan.

Signed: .....

Date: .....