

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 10 November 2010

<i>Present</i>	Provost (Dr J Hegarty), Vice-Provost/Chief Academic Officer (Dr M A Marsh), Senior Lecturer (Dr A Douglas), Registrar (Dr J Barkhoff), Bursar (Dr F M Boland), Dr S P A Allwright, Dr S D C Barrett, Dr M Bouroche, Dr O Braiden, Ms M A Coffey, Mr F Cowzer, Mr W J Dowling, Ms S Fleming, Mr J Gallagher, Dr H Gibbons, Ms D Lawless, Dr J F McGilp, Dr K J McGinley, Dr N Marples, Ms N Murray, Dr E J O'Halpin, Professor D O'Neill, Dr H J Rice, Dr D M Singleton, Mr N Trigoub-Rotnem.
<i>Apologies</i>	Dr R Gilligan.
<i>In attendance</i>	Ms S Mac Bride.
<i>(ex officio)</i>	Secretary to the College, Treasurer.
<i>(by invitation)</i>	Chief Operating Officer.

SECTION A

BD/10-11/050 Statutory Declaration

The Provost welcomed Mr Cowzer to his first Board meeting and invited him to make the Statutory Declaration as provided for in the 2010 Consolidated Statutes.

BD/10-11/051 The Vice-Provost/Chief Academic Officer

The Provost advised Board that as a result of Professor Patrick Prendergast declaring his intention to apply for the post of Provost and stepping aside from his role as Vice-Provost/Chief Academic Officer, Professor Michael Marsh had been appointed Pro-Vice-Provost/Chief Academic Officer until the completion of the appointment process of the new Provost (minute BD/10-11/032 of 13 October 2010 refers).

The Board noted that Professor Hilary Biehler had been nominated by the Faculty as Pro-Dean of the Faculty of Arts, Humanities and Social Sciences and that Professor Ivana Bacik is the Acting Head of the School of Law.

The Provost invited the Pro Vice-Provost/Chief Academic Officer to join the meeting and to make the required Statutory Declaration.

BD/10-11/052 Minutes

The minutes of the meeting held on 13 October 2010 were approved and signed subject to the following amendment:

BD/10-11/034 University Council - CL/10-11/004(iii) Weighting Higher level Mathematics

The last sentence of the minute was amended to read: "The Board noted the dissent of Dr Barrett, the President of the Graduate Students' Union and the representatives of the Students' Union to Council's decision in this regard".

BD/10-11/053 Matters Arising

A number of matters arising from the minutes were discussed and have been recorded below, (see minutes BD/10-11/054, 055, 056 below).

BD/10-11/054 Weighting Higher level Mathematics (see minute BD/10-11/034 of 13 October 2010) The Provost clarified that the decision by the College to award weightings to Higher Level Mathematics had been taken after detailed discussions at the Undergraduate Studies Committee and University Council prior to the IUA's announcement in this regard. The Board noted Dr Barrett's regret at the timing of the IUA announcement.

BD/10-11/055 Visitors Hearing (see minute BD/10-11/035 of 13 October 2010) The Board noted that due to a lack of substantial grounds the Visitors had refused to hear a case taken by a student under Section 8 of the Chapter on the Visitor in the 2010 Consolidated Statutes. The College Secretary advised Board that the student was now proceeding with an appeal under Section 7 of that Statute.

BD/10-11/056 Strategic Plan Actions - Update (see minute BD/10-11/030 of 13 October 2010) The Board noted that discussions had taken place between the Vice-Provost/Chief Academic Officer and IFUT on participation in mandatory student evaluations as set out in the Strategic Plan.

BD/10-11/057 Financial Planning

The Provost, noting the decision at the previous Board meeting to consider a series of scenarios which would assist in identifying possible measures which the College may consider to manage its finances, invited Board's attention to a memorandum, dated 10 November 2010, which had been circulated.

The Provost advised Board that, using information currently available, worst and best case scenarios were now being presented for consideration. He further advised that these scenarios were based on the following assumptions:

- (i) 50% of the adjustment in public finances will be made in 2011;
- (ii) 75% of this adjustment will be in the form of cuts in expenditure and the remaining 25% in the form of taxation;
- (iii) it is expected there will be a 20% reduction in expenditure on Higher Education over the next four years.

The Provost advised that there were a number of other factors that could affect the outcome for the sector such as an upturn in the economy and/or prioritization of education by the government. Noting that these factors are unlikely given the seriousness of the national financial crisis, he advised that a greater contribution by

Incorporating any amendments approved at subsequent Board meetings

students to the cost of their education was a distinct possibility without it being a certainty.

The Provost advised that the worst case scenario could result in a decrease of 20% in the government allocation resulting in a reduction of €20 m in Year Three over the 2010 allocation (grant and free fees) level noting it assumed that a maximum of half of this would be applied in 2011. The Board noted that under this scenario, should no further action be taken, the College could have an accumulated recurrent core deficit in excess of €100 million by 2015.

The Board noted that the best case scenario assumes an increase in the student contribution to the cost of tuition such that the combination of this, the block grant and residual "free fees" would be constant after 2011, assuming that an additional student contribution could be introduced at the earliest in the academic year 2011/2012. Assuming no further action on the part of the College, this scenario could result in an accumulated recurrent core deficit in the order of €80 million by 2015.

The Provost advised that the College was in the fortunate position of having no accumulated deficit due to the prudent steps proposed by the Planning Group and approved by Board. He further advised that the reduction in staff costs due to a reduction in staff numbers imposed by the employment control framework and the reduction in staff pay introduced by the national budget in December 2009 had also contributed to this outcome.

The Board noted that the actions taken to date by the College to secure its financial position in terms of revenue generation and cost reduction would not be adequate to meet the financial challenges that lie ahead and that further radical action would be necessary. The Provost advised that this would require longer term planning and any actions decided upon would have to be embedded into the College structure. He further advised that it may be necessary to make strategic investments in order to achieve the two main options open to the College namely, identifying new revenue streams (such as exploring commercial activities) and cost reduction measures. The Board noted that identifying cost reduction measures will include the examination of the College's pay and non-pay costs. Acknowledging that the College is currently constrained by national legislation in terms of staff pay, the Provost advised that all options must be explored.

In the course of a long and detailed discussion the following issues were raised by Board members:

- (i) the College should consider introducing its own incentivised early retirement scheme once the issue of "added years" has been clarified;
- (ii) many services in College are already struggling due to lack of resources;
- (iii) the IUA should publicise the affect further reductions in funding will have on the university sector and the IUA should lobby the government to prioritise education;
- (iv) the College should consider making its own case to the government to prioritise education;
- (v) the reintroduction of fees could result in a reduction of student numbers particularly among Irish students;
- (vi) as a cost saving measure the College should consider abandoning the proposed Development Control Plan;

Incorporating any amendments approved at subsequent Board meetings

- (vii) the College should consider using the Strategic Innovation Fund as a mechanism to reduce the projected budget deficit;
- (viii) as the government has indicated that finances are now at 2003 levels the College should review for guidance purposes how it managed its finances at that time;
- (ix) the College should devise a long term overall College plan rather than short term plans for individual areas.

In response to the issues raised by Board members the Provost advised that any reintroduction of a student contribution would not be enough to meet the expected reduction in HEA funding. The Board noted that short term plans, while possible, would only defer the need to take action to address the College's finances and that focus should be placed on a long term plan.

Noting that formal consultation would take place throughout the College, the Board approved the recommendation that, based on the scenarios presented, a set of actions would be developed by the Planning Group for consideration by the Finance Committee and Board to address the future financial challenges that can be embedded in the College system in the long term.

BD/10-11/058 Mid-term Academic Review - Final report from Task Force The Provost, introducing the item, advised Board that following the discussion at the previous Board meeting (minute BD/10-11/031 of 13 October 2010 refers), the Task Force, having consulted with the University Council, Heads of Schools and Executive Officers, had now finalised its report on the reviewers' recommendations for consideration and approval by Board.

Dr Singleton, Chair of the Task Force, and Dr McGilp, a member of the Task Force, invited Board's attention to the Final Report and Recommendations which had been circulated, dated 3 November 2010. They outlined the findings under the following headings:

- (i) Options considered by the Review Taskforce;
- (ii) Modified Faculty-School Structure;
- (iii) Health Sciences Faculty;
- (iv) Committees and Working Groups;
- (v) Heads of School Committee;
- (vi) Heads of School Committee and Other College Committees. The Board noted that Dr McGilp had dissented from the Task Force's recommendation that the Dean of Research would chair the Research Committee based on the fact that as a policy and oversight committee its Chair should be independent of the policies being presented to the Committee for consideration;
- (vii) Annual Officers;
- (viii) Role of Faculty Deans and Heads of School;
- (ix) Communication;
- (x) Administration;
- (xi) Other Recommendations of the Mid-Term Review Report;
- (xii) Implementation timeline.

During the course of a long and detailed discussion during which diverging views were expressed, the following issues were raised by Board members:

Incorporating any amendments approved at subsequent Board meetings

Health Sciences Faculty

- (a) the Heads of School in the Faculty other than the School of Medicine, had not been sufficiently consulted as part of this review. The Board noted a concern that the Dean of the Faculty is not a member of the Trinity Health Committee and that the governance of other Schools within the Faculty needs to be clarified so as to ensure that they have parity with other Schools in the College;

Committees and Working Groups

- (b) the Directors of Research Institutes should be included in the membership of the Research Committee;

Heads of School Committee

- (c) the Heads of School Committee should only have direct access to Board and Council in exceptional cases and otherwise should operate in consultation with the Planning Group and through their membership of Principal Committees;
- (d) single discipline Schools should have rotating representation on the Heads of School Committee;
- (e) the large membership of the Heads of School Committee could pose problems if it were to be an executive decision making body with a central policy making role; it is difficult see how the role of the Heads of School Committee would be strengthened without having a policy making role;
- (f) there is a danger of duplication of roles between the Faculty Executive and the Heads of School Committee;
- (g) there is concern that the proposal that three members of the Heads of School Committee will act as secretariat will give them exclusive power in setting the agenda for the committee; the proposed establishment of the secretariat for the Heads of School Committee is a reflection that the committee is too big;

Heads of School Committee and Other College Committees

- (h) should the Heads of School Committee be a policy making body there is a danger that this would diminish the relationship between Board and the Principal Committees of Board;

Annual Officers

- (i) the flexibility in the role of all Annual Officers should be maintained;
- (j) the Provost should retain the ability to assign special tasks to the Bursar;
- (k) redefining the roles of the Bursar and Faculty Deans could distract from dealing with the financial crisis;
- (l) the issue of space allocation could be addressed by a subcommittee of the Estates Committee;

Role of Faculty Deans and Heads of School

- (m) failure to redefine the role of Faculty Deans and Heads of School could lead to a duplication in roles;
- (n) the recommendation to redefine the role of Faculty Deans and Heads of School could create a level of uncertainty which would not be desirable;

Communication

- (o) there is a possible reputational risk given that the College is not following the recommendations of the reviewers in terms of merging Schools;

Incorporating any amendments approved at subsequent Board meetings

- (p) decisions on any further restructuring should be deferred until the next Provost and his/her administration take office.

In response to the issues raised by Board members, Dr Singleton and Dr McGilp clarified a number of technical issues:

- (i) the Task force had envisaged the Heads of School Committee as a high level policy group distinct from Faculty Executives;
- (ii) it had not been intended that the establishment of the Heads of School Committee would be dependent on the proposed review and redefinition of the roles of Faculty Deans and Heads of Schools;
- (iii) the recommendation of a three member secretariat is designed to promote good governance of the Committee and following discussions with the Heads of School it is intended that agenda would be agreed on the basis of submissions from the membership of the Committee;
- (iv) the Task Force is not recommending that the College abandon reform as the majority of the recommendations of the external reviewers have been accepted;
- (v) if the College were to proceed to coerce Schools to merge it must be in a position to finance such mergers which is not possible in the current financial climate;
- (vi) the issue of space allocation should be dealt with by an Annual Officer of the College noting that it would be preferable if the Bursar could chair any sub-committee of the Estates Committee established to address this issue;
- (vii) the Task Force has prepared a preliminary document on redefining the roles of Faculty Deans and Heads of Schools which could facilitate expediting the process should Board agree to proceed with this recommendation.

The Provost advised Board that due to the financial challenges the College is facing, it was extremely important that the College's structure is not left in a state of uncertainty. He stated that in his view a decision to undertake a full review of the roles of the Heads of School and Faculty Deans would distract from the College's primary focus of developing actions to deal with the financial challenges that lie ahead. Noting the need for both the Faculty Deans and the Heads of School to work effectively together, he advised that a clarification of aspects of their roles could be undertaken provided it was conducted in an expedient manner. Dr Singleton agreed to provide the Task Force's paper on this issue to the Provost as an input to the clarification exercise.

The Board noted that the Task Force recommendations in relation to Central Administration were already underway and that the recommendation in relation to the revised Resource Allocation Model had been superseded by the Board decision that RPM would inform decisions and not be the mechanistic basis for decision making (minute BD/08-09/062 of 19 November 2008 refers).

The actions approved by the Board which it was agreed would be implemented with immediate effect are contained in Appendix 1 to this minute.

The Board noted the dissent of Mr Dowling, Dr Marples and Dr Singleton in relation to the decision that the review of the roles of Faculty Deans and Heads of School would be limited to clarification and that no fundamental changes to the current arrangements would be implemented at this time.

Incorporating any amendments approved at subsequent Board meetings

BD/10-11/059 Pension Matters The Board noted the memorandum from the Staff Secretary, dated 2 November 2010, which had been circulated.

BD/10-11/060 Regulations in respect of Degrees *post obitum intempestivum* (see Actum CL/10-11/035 of 27 October 2010) The Registrar invited Board's attention to a memorandum, dated 2 November 2010, which had been circulated. The Board noted that the 2010 Statutes provide that Regulations prescribed by Board with the consent of the Senate shall be set out in the Calendar governing the award of Degrees *post obitum intempestivum*.

The Board approved the Regulations as presented noting that they would now be presented to the Senate for approval.

BD/10-11/061 University Council

The Board confirmed the Acta of the University Council from its meetings held on 27 October 2010 subject to further comments covering CL/10-11/035, 036, 045, 046, 047, 048. (Items from Section D in the Acta are set out in Section D of these minutes).

BD/10-11/062 Academic Appeals Committee (see Actum CL/10-11/036 of 27 October 2010)

The Board confirmed the decision of the University Council to approve the minutes of the Academic Appeals Committee from its meetings of 29 and 30 September 2010 and of the 1 and 4 October 2010.

BD/10-11/063 Disciplinary Panel (Academic Staff)

The Board approved the appointment of Mr John McBratney S.C. as Chair of Disciplinary Panel (Academic Staff) with the agreement of the Academic Staff Association. The Secretary advised Board that a nomination for the Deputy Chair would be presented to Board in due course.

SECTION B

BD/10-11/064 Audit Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Audit Committee from its meeting of 6 October 2010, noting in particular:

AD/10/11/11 Status of Implementation of Audit Committee Recommendations The Board noted that the response of Executive Officers to the Audit Committee's recommendations as presented in its Annual Report for 2009 had now been received and that the Executive Officers have undertaken to provide responses in a more timely manner in the future.

AD/10-11/16 Implementation of Resource Planning Model - Update The Board noted the Audit Committee's call for a comprehensive risk assessment of the impact of implementation of RPM.

Incorporating any amendments approved at subsequent Board meetings

AD/10-11/18 Effectiveness of the Audit Committee The Board noted that the Audit Committee welcomed that a section on a review of Principal Committees would form part of the Board's next self-evaluation process.

In response to a query, Dr McGilp confirmed that subsequent to the discussion on the proposal that an additional external member with accounting experience should be appointed to the Committee, the proposal had been approved by Board (minute BD/10-11/027 of 13 October 2010 refers) and efforts were now being made to identify an appropriate nominee.

BD/10-11/065 College Safety Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the College Safety Committee from its meetings of 13 May 2010 and 21 October 2010. The Board approved the revised terms of reference (minute SA/10-11/04 of 21 October 2010 refers) as presented.

BD/10-11/066 Finance Committee - Trust Funds (Benefactions) Financial Statements 2009-2010

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Finance Committee from its meeting of 4 November 2009 and the Trust Funds Financial Statements as presented, noting in particular:

- (a) Memorandum from the Treasurer, dated 10 November 2010;
- (b) Memorandum from the Secretary to the Audit Committee, dated 7 October 2010.

In response to queries raised by Board members the Treasurer clarified that monies held in the Trust Funds must be used exclusively in furtherance of the objects of the Trust and that only the income earned as interest on the funds is available for this purpose.

The Board, noting the confidential nature of the Trust Funds, approved the Audited Trust Funds (Benefactions) Financial Statement 2009-2010 as presented and authorised the Provost and the Treasurer to sign them, and the associated Letter of Representation, on behalf of the Board.

BD/10-11/067 Human Resources Committee The Board noted, and where a decision was required, approved proposals in the draft minutes of the Human Resource Committee from its meeting of 21 October 2010 including the technical changes to the terms of reference of the committee, noting in particular:

HRC 2010-11/13 Gender Report in relation to Merit Bar Applications

The Board noted a request from Mr Dowling that the report on Gender and the Merit Bar promotions be considered at a future meeting.

HRC 2010-11/08 Garda Vetting

The Board noted that the Committee had asked that the Garda Vetting Unit to review its position on retrospective vetting in relation to high risk areas.

HRC 2010-11/11 Deferral of Review Committees / Salary Progression The Board noted that a case has been referred to the Labour Relations Commission in relation to the suspension of promotion between grades.

BD/10-11/068 Student Services Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Student Services Committee from its meeting of 26 October 2010, noting in particular:

SS/10-11/51 Postgraduate Advisory Service The Board noted that there was expected to be a shortfall in the available funding for the Advisory Service over the coming year.

SS/10-11/52 Day Nursery Fees The Board noted the Committee's recommendation that fees for both staff and student parents should increase by 9% which would lead to a breakeven budget in the Day Nursery in 2010/11.

SS/10-11/53 Proposed Capitation Funding Strategy The Board noted the Capitated Bodies request that a three year strategic budget rather than an annual allocation be established to provide certainty in relation to funding.

SECTION C

BD/10-11/069 Board By-Election 2010 - Technical, Administrative and Support Staff Constituency

The Board noted a memorandum from the Secretary to the College, circulated, dated 3 November 2010 and further noted that Mr F Cowzer had been elected to fill the vacancy created by the resignation of Ms P Murphy, to the last day of the academic year 2012.

BD/10-11/070 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 27 October 2010, as circulated.

BD/10-11/071 Proctors' Lists for Autumn Commencements

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 2 November 2010.

BD/10-11/072 Entrance Exhibition Awards 2010

The Board noted and approved a memorandum from the Senior Lecturer, circulated, dated 1 November 2010, together with the list of Entrance Exhibitioners, 2010.

BD/10-11/073 Prizes and Other Awards - School of Medicine Prizes and Medals 2009/2010

The Board noted and approved a memorandum from the School of Medicine, circulated, dated 6 October 2010.

Incorporating any amendments approved at subsequent Board meetings

BD/10-11/074 Trinity College Dublin Academy of Dramatic Art - Agreement, Articles of Association and Memorandum of Understanding
 The Board noted the Agreement, Articles of Association and Memorandum of Understanding of the Trinity College Dublin Academy of Dramatic Art, as circulated.

BD/10-11/075 Disciplinary Committee 2010-2011
 The Board noted and approved a memorandum from the Registrar, circulated, dated 2 November 2010, and approved the membership of the committee for 2010-2011.

BD/10-11/076 Bequests and Benefactions - Estate of Dr Shirley Smith (Deceased)
 The Board noted the receipt of £1,000 from the Estate of Dr Shirley Smith (née Campbell), which has been added to the Provost’s Academic Development Fund.

BD/10-11/077 Scholarship
 The Board noted and approved a request from the Senior Lecturer for the transfer of a Scholar from the MLitt Register to the undergraduate register with effect from October 2010, to allow the Scholar to pursue an undergraduate degree course in a different subject area (Calendar Part 1, R2, section 16).

SECTION D

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

Deferred:

A.8 Policy on Academic Freedom

Signed:

Date:

Appendix 1 to Minute BD/10-11/058

Academic Restructuring Task Force: Board's Decisions

The Board, agreeing that all reform should be well prepared, managed and led, concluded the following actions in response to the review of the Academic Restructuring Task Force. Those responsible for implementing the recommendations are noted in parentheses where relevant.

1. In view of the growing financial crisis and uncertainty and the Task Force's view that the risk of implementing any further substantial structural changes far outweighs the risk associated with modifying the current faculty-school structure, the Board agreed that there will be no change to the existing School structure.
2. The Board noted that, in light of the differing funding arrangements for the schools within the Faculty of Health Sciences compared to other faculties and the evolution of the governance of the School of Medicine into a complex structure involving several external institutions, it is necessary to consider how these schools can be best served by a faculty structure. The Board decided that the Dean of the Faculty of Health Sciences will be requested to address this issue as part of the broader restructuring of Trinity Health with due regard to those schools and disciplines not directly involved in Trinity Health.
(Implementation: Dean of Health Sciences)
3. The Heads of School (HoS) Committee will be established so as to ensure collegiality and academic participation in policy development. The Planning Group will engage systematically with the HoS Committee on policy development and implementation in such a way that the HoS will be a point of reference for the Planning Group in advance of decisions being made.

The HoS Committee will have the following terms of reference:

Objectives

- to review and make recommendations on College-wide policies that affect the management and academic direction of schools, research institutes, and centres;
- to propose policies for further development at other relevant College fora including the University Council and College Board.

Membership

- all Heads of School, noting that its membership will be reviewed after one year to take account of the concern expressed by a number of Board members that small single-discipline schools will have a disproportionate influence on the Committee¹.
- Directors of Research Institutes, academic officers and administrative officers will be invited to meetings as required.
- The HoS Committee will be chaired by the Vice-Provost to ensure that the Executive Officers Group and the Planning Group are aware of and, where appropriate, can act on matters raised at the HoS Committee.
- The HoS Committee will be supported by the Academic Secretary and her Office.

Meetings

- The HoS Committee will normally meet twice a term and as necessary in order to ensure a speedy response to policy development.

¹ A number of Board members had proposed that the membership of Heads of single-discipline schools on the Committee should be on a rotating basis

Incorporating any amendments approved at subsequent Board meetings

- A secretariat comprising three heads of school representatives will be annually elected to agree the agenda for meetings of the Heads of School Committee in consultation with the Chair and Secretary.²
(Implementation: Vice-Provost/Chief Academic Officer)

4. The Research Committee will be reconstituted and will be chaired by the Dean of Research³. The membership will comprise Schools' Directors of Research, The Dean of Graduate Studies, President of the Graduate Students' Union, the Chair of the Trinity Research Staff Association, and the Director (or Associate Director) of Trinity Research and Innovation (secretary). Directors of Research Institutes and other relevant persons will be invited to attend meetings of the Research Committee as required.
(Implementation: Dean of Research)
5. The Undergraduate Studies Committee will be chaired by the Senior Lecturer as recommended by the University Council at its meeting of the 27th October 2010. The membership will continue to comprise Undergraduate Directors of Teaching and Learning.
(Implementation: Senior Lecturer)
6. The Graduate Studies Committee will continue to be chaired by the Dean of Graduate Studies and its membership will continue to comprise Postgraduate Directors of Teaching and Learning.
7. Two Heads of School will continue to be members on the following principal committees of Board: Human Resources; Library and Information Policy; Estates and Student Services.
8. Three Heads of School will continue to be members of the University Council.
9. The role and function of the Academic Management Group will be reviewed.
(Implementation: The Provost)
10. Noting that delegation was the prerogative of the Provost, the nature and extent of delegated authority from the Provost to the Vice-Provost will be clarified.
(Implementation: The Provost)
11. The Estates Committee will be asked to establish a sub-committee with the delegated responsibility of coordinating all space allocation and development as informed by College's control development plan and other policies approved by Board. The Estates Committee, as provided for within its terms of reference, will determine the chair and membership of the sub-committee, taking cognisance of the Task Force's recommendation that the Bursar should chair the sub-committee and that its membership should comprise the Faculty Deans, the Chief Operating Officer, and the Director of Buildings.
(Implementation: Chair and secretary of the Estates Committee)
12. The roles of Faculty Deans and Heads of School under the current arrangements will be reviewed in relation to finance, staffing, space allocation and strategic planning so as to clarify any ambiguities that may exist. In light of the current financial crisis and the need for an effective Planning Group it was agreed that the review would be limited to clarification of

² The operation of the secretariat will be reviewed after one year

³ The operation of this arrangement will be reviewed after one year

roles and that no fundamental changes to the current arrangements would be implemented at this time.⁴

(Implementation: The Provost)

13. Noting that a number of actions are currently underway the following recommendations in relation to administration will be adopted:
- (i) Conditions are established to create greater flexibility in administration within and across schools to achieve efficiencies;
 - (ii) The reporting lines of administrative staff in schools and course offices are streamlined to provide adequate supports for schools and cross-school course administration;
 - (iii) Multi-discipline schools will be supported adequately;
 - (iv) Central administration will be reformed with the Chief Operating Officer adapting administrative processes to the school structure and fit-for-purpose information systems (student, staff, research, and finance) will be implemented to ensure greater flexibility and appropriateness of provision;
 - (v) Cross-school cooperation in research, teaching, and administration, without threatening a school's unique identity, will be facilitated - for example, the establishment of graduate schools that represent cognate disciplines with shared administration or by facilitating the appointment of a single person to act as a director across more than a single school (e.g., Director of Teaching and Learning, Postgraduate);
 - (vi) Proper mechanisms will be put in place to ensure genuine engagement between staff representative bodies and College management in the reform of administration and support services, and to ensure early resolution of difficulties that may arise.
 - (vii) Procedures will be put in place to ensure the genuine flow of two-way ideas in strategy development.

(Implementation: The Chief Operating Officer)

⁴ Dr Singleton, Dr Marples and Mr Dowling dissented.

Incorporating any amendments approved at subsequent Board meetings