

Incorporating any amendments approved at subsequent Council meetings

The University of Dublin

Trinity College

A meeting of the University Council was held on Wednesday 26 October 2011 at 11.15 am in the Board Room.

<i>Present</i>	Provost, Vice-Provost/Chief Academic Officer, Registrar, Senior Lecturer, Senior Tutor, Dean of Graduate Studies, Dean of Research, Dean of Arts, Humanities and Social Sciences, Professor M Ó Siochrú, Professor Z Rodgers, Professor J Wickham, Professor G Watson, Professor D O'Donovan, Professor A McNabola, Professor T Connor, Professor D Brennan, Professor S Smith, Dr H Mannan, Ms D Jones, Dr A O'Gara, Professor J Ohlmeyer, Dr A Piesse, Ms R Barry, Ms S Leydon, Mr D Ferrick, Mr M McAndrew,.
<i>Apologies</i>	Professor E O'Dell, Dean of Engineering, Mathematics and Science, Professor J P Labrador, Dean of Health Sciences, Ms D Fitzgerald, Secretary to the Scholars (Mr B Roantree).
<i>In attendance</i>	Librarian, Secretary to the College, Academic Secretary, Chief Operating Officer, Head of Central Academic Administration Services.
<i>Observer</i>	Mr R J Smith.

SECTION A

CL/11-12/030 Statutory Declaration

A member attending Council for the first time made the statutory declaration.

CL/11-12/031 Minutes of the meetings of 20th September and 28th September 2011 were approved and signed.

CL/11-12/032 Matters Arising:

- (i) *Internationalisation of Academic Titles*: The Vice-Provost/Chief Academic Officer reported that membership of the original Working Group, revised to include new members from the HR Committee, was endorsed by the Heads of School Committee, and a meeting of the Working Group is scheduled for 14th November 2011.
- (ii) *Research Committee*: The Dean of Research confirmed, in response to a query, that the issue of assessment of research output in the Arts and Humanities was included in the Research Committee's work plan for 2011/12, and it is expected that a proposal would be developed for consideration by the Council in due course.

- (iii) *Council Interview for Chair appointments*: The Provost conveyed to Council the Board's displeasure at the low number of Council members in attendance at a recent interview for a chair appointment. It was noted that the scheduling of such a meeting in the first teaching week of the new academic year made it difficult for members of Council to attend.

CL/11-12/033 Provost's Report: The Provost had nothing to report at this meeting.

CL/11-12/034 International Study Centre

A memorandum dated 19th October 2011 from the Senior Lecturer had been circulated. In introducing this item, the Senior Lecturer advised Council that at its previous meeting he had undertaken to provide an update on the progress of Study Group International (SGI). Following a tender process, the College had entered into a five year partnership with SGI, the aim of which was to attract academically able students to Trinity from countries where the school leaving examination was not deemed to be of an equivalent standard to that in Ireland. He noted that the SGI was a market leader in the provision of pre-university courses and had 98 other partnering institutions across three continents resulting in approximately 55,000 students undertaking their foundation programmes worldwide. These international non-EU students must successfully complete a foundation year at the International Study Centre (ISC) in Dublin and obtain the required entry grades before being admitted to a select number of undergraduate courses at Trinity. In order to be considered for admission to the foundation year a student must achieve a grade 5 on the International English Language Testing Scheme (IELTS), and a grade 6.5 for entry to Trinity's undergraduate courses. Since finalisation of the contract, the foundation year curriculum had been developed by SGI in consultation with Trinity College academic staff. Trinity College is responsible for defining the entry requirements to each of its undergraduate degree programmes.

Ten students coming from Africa, Asia and South America were currently registered on the foundation year (September 2011 intake) with the intention of making an application to Trinity for admission in 2012/13. SGI expects to recruit 50 students for admission to the foundation course in September 2012. The Senior Lecturer had recently visited the ISC in Dublin and had met with staff and students. The students were knowledgeable and enthusiastic about academic matters and extra-curricular activities at Trinity. They would be continually assessed during the year and would have written examinations every few months. It was recognised that it would only be possible to judge the quality and suitability of these students at a later stage. Foundation students would be assigned a 'link tutor', who would be a Trinity academic staff member from a School that could advise the student on the undergraduate course s/he wished to pursue.

One Council member expressed his concern with Trinity's willingness to engage with private for-profit education institutions. In the discussion which followed, the Provost noted that the decision to procure the services of an external provider of pre-university courses was based on the College's preference to focus its teaching and learning at the bachelor, master and doctorate levels rather than leaving certificate level. In order to ensure standards, mechanisms had been put in place to provide the College with oversight through the Senior Lecturer's membership on the ISC Steering Group, and the Academic Management Group. The Vice-Provost for Global Relations

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stated that having a foundation year was a platform of tremendous importance for the recruitment of international students, however, regardless of the means of delivery, the College must be involved in the strategic recruitment of these students and ensure that admission standards were maintained.

In respect of the link tutors, the Senior Tutor felt that use of the term 'tutor' might create confusion with College Tutors once the foundation students were admitted to College. Given the anticipated light workload associated with the proposed new role, it was suggested that the Academic Liaison Officer in each School could take on this role.

Council noted that as part of the contractual arrangements, the operation of the agreement with SGI would be reviewed annually, and the progression of students would be monitored through the College's representation on the management committees.

CL/11-12/035 Quality

(i) **Review of the Office of the Vice-Provost**

The Provost's Report to Council, which included the review report by the external reviewers and a response from the Vice-Provost / Chief Academic Officer and the Academic Secretary had been circulated. The Provost introduced this report, noting the reviewers had undertaken a thorough assessment of the Office of the Vice-Provost (OVP), and had been complimentary in many respects of the staff's commitment to deliver an excellent service to students and the wider community. The Vice-Provost /Chief Academic Officer and Academic Secretary appreciated the helpful comments made in the review, and in general accepted the suggestions made for improvement, some of which require collaboration with Schools and Course Offices and action at College level since academic administration, policy development and implementation extend beyond the remit of the Office of the Vice-Provost. Whilst welcoming the positive comments in respect of the staff's demonstrable high level of commitment, the need to address issues in respect of staff development and career progression were recognised. So too was the need to improve standards of customer service in some areas, and to develop a student complaints procedure. With regard to the latter, the Vice-Provost / Chief Academic Officer suggested that consideration should be given to introducing a College wide student complaints procedure. She acknowledged that there was confusion in respect of academic administration and the implementation of policy decisions - similar issues had been highlighted in preparation for the implementation of the GeneSIS Project. There was a broad distribution of decision-making in respect of academic administration across the College, and it is difficult to confine the comments to the OVP only. It was suggested that consideration be given to redrawing reporting lines, and to defining the role of the Senior Lecturer as the Dean of Undergraduate Studies. There was broad support for this latter suggestion.

The Chief Operating Officer advised that she was in agreement with the Reviewers' recommendation in respect of the need to clarify roles, responsibilities and reporting lines and noted that adequate space for an

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Academic Registry was critical and that she was addressing this as a matter of priority. Council broadly welcomed the suggestion that a College-wide complaints procedure be implemented noting that such procedures already existed in a small number of service areas. With regard to the possibility of streamlining the student case process, Council noted that the desire to simplify the business process needed to be balanced with the need to maintain equity of treatment and consistency in decision making.

In response to a query, the Vice-Provost/Chief Academic Officer commented that an implementation plan addressing the specific recommendations would be brought to a future meeting of the Council.

Council noted and approved the following recommendations:

- A. Work be undertaken to clarify roles, responsibilities and reporting lines, both within the Office of the Vice-Provost and at College level.**
- Each area of functional responsibility (and each individual within each area) should have clear line management and reporting relationships. Dual reporting and 'dotted line' arrangements should be avoided where possible. Where these are currently a proxy for stakeholder or customer relationships, these should be clearly understood. Accountability should be aligned with Authority.
 - College should focus on ensuring that decisions are made in a timely way and then enforced. Schools and departments should not be in a position to exercise discretion in the implementation of College policy decisions made through due process.
 - Attention should be given to aligning operational priorities to strategic planning through the line management structure to ensure proper realisation of strategic goals.
- B. There be a focus on communication and relationship building between the Office of the Vice-Provost and Academic Schools and Departments.**
- The Office of the Vice-Provost should consider developing faculty-facing structures which establish specific individuals as clear points of contact for Schools. Those individuals should be expected to establish close and effective working relationships with 'their' faculties or Schools, providing guidance and support across a range of areas which might include (for example) curriculum development, modularisation, learning outcomes and quality reviews. A further embedding of the existing structure should enable this to happen without the need for radical restructuring.
 - Building on and in addition to the plans included in the GeneSIS project, a Staff development programme should be developed, focusing initially on change management, team building, and customer service.

C. **Focused consideration be given to the way in which the Office of the Vice-Provost could improve its support for the Student Experience.**

- Access to student-facing areas of the Office of the Vice-Provost should be improved. Currently services are fragmented and students experience frustration from being 'bounced from pillar to post'. We therefore endorse the proposal to develop a 'One Stop Shop' approach, and recommend that College identifies appropriate space for this. This would have the added advantage of co-locating staff and allowing greater flexibility and team working.
- Those staff who engage in face to face contact with students should be supported with customer service training, and the development of clear escalation procedures for issues which they are unable to manage directly.
- A Student Complaints procedure is developed. There is no such procedure in place at present and this needs to be addressed as a matter of priority.
- The feedback obtained from student surveys should be published, as should a statement of the action taken in response.
- The process for management of student cases should be reviewed. Responsibility for the process needs to be clarified, and the process itself needs to be streamlined to deliver more timely outcomes for students. Consideration should be given to devolving responsibility for some types of case to Schools.

D. **Communication is undertaken to ensure that the expectations of the GeneSIS project are realistic, and that the project deliverables are clearly understood.**

- (ii) **Progress Report: School of Genetics & Microbiology:** In the absence of the Dean of Engineering, Mathematics and Science, the Provost introduced the progress report. In response to a query regarding workload models, the Vice-Provost/Chief Academic Officer reported that a Working Party had recently been established to examine the issues of workload models with the view of developing a paper for the Planning Group to consider.

Council noted and approved the progress report from the School of Genetics & Microbiology.

CL/11-12/036 Academic Appeals Committee

Minutes of the meetings of

- (i) September 27, 2011 were approved.
- (ii) September 28, 2011 were approved.
- (iii) September 29, 2011 were approved.
- (iv) September 30, 2011 were approved.
- (v) October 6, 2011 were approved subject to an amendment to the final sentence in Case 32/11 to read 'The academic exclusion from the course was granted on the basis of the *ad misericordiam* case presented.'

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In introducing the agenda item, the Senior Tutor drew Council's attention to the increased number of cases considered this year, and suggested that the reasons for this arose from:

- (i) The inability to schedule academic appeals any earlier than the first week of teaching term. The introduction of the new academic year structure had resulted in tighter turnaround times from the point of supplemental examinations to Academic Appeals, and had resulted in a number of cases bypassing the First Court of Appeal and proceeding directly to Academic Appeals.
- (ii) The weakened financial position of students exacerbated in part by the increased student service charge. A greater number of students had appealed the need to repeat the year in full and sought permission to sit special examinations or repeat off-books.

Council noted the variation in assessment regulations across Faculties particularly in respect of the requirement to repeat the year in full. Concern was expressed that some students had sought to go-off books in order to avoid paying an additional year's fees, which may not be in their best academic interests to do so. The Dean of Students advised Council that she was currently drafting a paper in respect of students going-off books for the Senior Lecturer's consideration. The Senior Lecturer undertook to bring the issues raised by the Senior Tutor to the Undergraduate Studies Committee for further consideration.

CL/11-12/037 Any other urgent business

- (i) **Undergraduate Student Cases:** Council granted permission to the student, named in a tabled memorandum from the Senior Lecturer to repeat a year of the course as a third attempt in the academic year 2011/12. In addition, Council also granted permission to another named student to be offered an ordinary degree of Bachelor in Arts (B.A.) based on work completed to date, including the Moderatorship Part 1.
- (ii) **Academic Appeals Committee for Graduate Students (Research) - student representative:** Council approved the tabled recommendation from the Registrar that nominated Mr Ronan Smith as the Research Students' representative on the Academic Appeals Committee for Graduate Students (Research).
- (iii) **Library - research publications:** A member of Council highlighted the challenge in publishing for research fellows in BioMed Central and PLOS Journals since the Irish Research eLibrary's (IReL) decision to cease its contributions to the costs of publication in these journals. It was proposed that the Library be asked to ascertain the number of articles published by the College's academic/research staff and the associated cost of publishing, and if there has been any decrease in the publication rate since IReL stopped paying costs. In addition, it was suggested that the Research Committee facilitate a discussion with a view to providing support to Research Fellows in particular those who take the lead in publishing in both BioMed and PLOS journals. The Provost suggested that the Librarian address the issues raised directly with the member.
- (iv) **Library - Keeper of Early Printed Books:** In response to a query, the Librarian advised that vacancy created by the retirement of the Keeper of Early Printed Books would not be filled owing to the moratorium on

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recruitment, however, he noted that a five-year appointment would be made below the grade of Keeper.

SECTION B

There is no business under this heading.

SECTION C

CL/11-12/038 Higher Degrees—Reports of Examiners

The Council noted and approved the reports of examiners on candidates for higher degrees, approved by the sub-committee of Board and Council on 28 September 2011 and noted by Board on 12 October 2011.

(i) Higher Degrees by Publication

ScD David Coleman.

(ii) Professional Higher Degrees by Research Alone

MD Sofia Charalampidou; Damien Gallagher.

(iii) Higher Degrees by Research Alone

PhD Anaheed Al-Hardan; Emma Arbuthnot; Eve Leonie Baginski; Fiona Behan; Aidan Boran; Karol Borowiecki; Paula Brudell; Dmitri Vladimirovich Bykov; Kieran Clarke; Ronan Coyle; Frances Fionnuala Cox; Elisa Del Canto; Mathew Joseph Diskin; Brian Donnelly; Donata Dubber; Robert Elmes; Zohar Etzioni; Karina Fernandes; Ciaran Finucane; Karen Fitzmaurice; Olivia Freeman; Alessio Salvatore Frenda; Anne Graham Cagney; Tony Hand; Yonas Kassahun Hiruto; Andrius Kazukauskas; Sinead Kellaghan; Brian Kennedy; Brian Joseph Keogh; Marina Leonidovna Levitina; Maria Long; Jorg Lotze; Oliver Lyttleton; Niamh Malone; Claire Bernadette McAvinia; Shawn McCourt; Emma Louise McGinley; Thomas Alan McGuinn; Brian McMahan; Yvonne McNamara; Emma Meehan; Aleksander Roman Michalak; Sara Ellen Molan; John Mulqueen; Deirdre Murphy; Léan Seoine Ní Chléirigh; Clodagh Nolan; Neil Morris O Connor; Krzysztof Paluch; Sandra Patton; Julie Phukan; Alan Power; Eileen Power; Alina Premrov; John Gerard Sheridan; Justin Dolan Stover; Yi Hui Teh; Muriel Thomasset; Elaine Treacy; Graham Turner; Paola Ugoletti; Richa Vatsa; Tatiana Vinardell; Rachael Walsh; Jun Wang; Maev Ann Wren; Bassem Yassin; Nur Lisa Zaharan; Shijuan Grace Zeng.

MSc Colm Delaney; Peter Fennell; Kevin Flynn; Paul Mara; Joseph O'Carroll; Rory Sobolewski; Rebecca Stirnemann; Rountina Vrousai Geveli; Zhiming Wang.

MLitt Joshua Carnahan; Camille Goulding; Sharon Power.

In response to a query from the Senior Tutor as to why the Senior Lecturer was a member of the sub-committee of Board and Council for the approval of higher degrees, the College Secretary advised that the Senior Lecturer’s membership pre-dates the restructuring and the establishment of the Vice-Provost/Chief Academic Officer position. She undertook to consult with the Provost and Vice-Provost / Chief Academic Officer to consider revising the membership to reflect current structures.

CL/11-12/039 Business of the Graduate Studies Committee requiring approval of the University Council

The Council noted a memorandum from the Dean of Graduate Studies, circulated dated 17 October 2011 and approved an amendment to the MSc/PGradDip Medical Imaging (Course Code 713/PAC Code TRS14) to introduce a new strand from September 2012 in ‘Computed Tomography’.

CL/11-12/040 Deanship of the Faculty of Health Sciences

The Council noted the election of Professor M McCarron (Nursing and Midwifery) to the Deanship of the Faculty of Health Sciences from 1 September 2011 for five years.

CL/11-12/041 Head of Discipline

The Council noted and approved the following nominations:

- (i) **Clinical Medicine, AMNCH** Professor D McNamara as Head of Clinical Medicine (pending a nomination to the Chair of Clinical Medicine, in place of Professor C O’Moráin);
- (ii) **Computer Systems** Professor D O’Mahony (2011-2014).

CL/11-12/042 University Council - Membership 2011-2012 - Graduate Students’ Union

The Council noted the following nominations:

Member: Ms D Fitzgerald

Observer: Mr R J Smith.

SECTION D

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

Signed

Date