

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 29 June 2004

Present Provost (Dr J Hegarty), Vice-Provost (Dr J B Grimson), 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, Mr M Dowling, Dr L E Doyle, Dr S Duffy, Dr J A Fitzpatrick, Ms H Fychan, Ms A-M Gatling, Dr H Gibbons, Mr H Kearns, Ms M Leahy, Mr M Miley, Dr A N M Ní Chasaide, Mrs J O'Hara, Dr F Shevlin, Ms E K Stokes*.

Apologies Dr J G Lunney, Dr J C Sexton, Dr H M C V Hoey, Dr D L Weaire, Dr T T West.

In attendance

(ex officio) Secretary, Treasurer, Assistant Secretary.

(by invitation)

(present for) Minutes * 14/326 – 14/332; ** 14/326 – 14/333

14/326 Minutes The Minutes of the meeting held on 9 June 2004 were approved and signed.

14/327 Matters Arising from the Minutes A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes 14/328, 14/329, 14/330).

14/328 Provost's Report – Financial Issues (see minute 13/271 of 9 June 2004) In response to a query, the Treasurer advised Board that it was understood that the report of the HEA's financial review was close to completion. The Board noted that while comments had been sought from the College on data based on the consolidated accounts of each institution, the College had not been given an opportunity to comment on the context or interpretation of this information as it will appear in the final report. The Treasurer advised Board that the apparent lack of comparability of the data between institutions, on the basis of only two tables made available, was a cause for concern and had been raised at a meeting with the HEA.

14/329 Review of Statutes (see minute 13/294 of 9 June 2004) The Board noted Ms O'Hara's comments in relation to recording outcomes of disciplinary proceedings on student records.

14/330 Student Discipline (see minute 13/296 of 9 June 2004) In response to a query, the Board noted that seven students had referred the penalty imposed on them by the Junior Dean for breaches of examination regulations to Panels of Enquiry. The Board agreed that there would be a review of the student disciplinary process to address procedural issues which were of concern to both the College Officers and the Student Representatives arising from the application of the Statutes to breaches in examination regulations this year. It was also agreed

that the review, which would be considered by Board as soon as possible in the next academic year, should also address the general appropriateness of the Statutes for student disciplinary matters.

- 14/331 Provost's Report - Financial Issues** The Provost advised Board that, in addition to the ongoing requests for financial information, there had been a request from the HEA for quarterly staffing figures. The Board, noting that this information is currently being compiled, agreed that any such submission to the HEA should clearly identify the numbers of staff funded by the core grant, noting that this cohort has reduced in recent years as a result of the cut in state funding. The Board noted that unless the funding sources for different groups of staff are clearly identified there is a risk that the significantly negative impact of the recent cuts in the recurrent grant on the provision of the College's core services will be masked by increases in staffing arising from activities such as the assimilation of staff into the Nursing School which is funded by the Department of Health and Children, or the employment of research staff funded by SFI, PRTLTI and other research programmes.

The Board expressed concern that there was insufficient communication of the current difficulties being experienced at either the College or sectoral levels as a result of government policy in relation to university funding. The Board noted its frustration at the on-going demands for information from the HEA and the Department of Education and Science in isolation from any consideration of their context within the College's activities and responsibilities.

The Board agreed that every opportunity should be used to highlight the difficulties being experienced by staff and students in the current financial environment. The Board also noted Mr Connolly's comments in relation to a lack of awareness among policy makers about the contribution of the university sector, and research generally, to the economy.

- 14/332 Structural Reform** The Provost invited Board's attention to a memorandum, dated 23 June 2004, which had been circulated and advised Board that there would be a full discussion of the proposals at the meeting and that these proposals would be presented for decision at the Board meeting on 7 July 2004.

The Provost invited the Board's attention to the discussions and decisions which had preceded the current debate, noting in particular the adoption of the *Strategic Plan* on 4 June 2003 (minute 14/275 refers) and the approval of the *Change Agenda* document by the Board on 17 December 2003 (minute 4/98 refers). The Board noted that, following consideration of the Provost's memorandum entitled *Planning Structures and Resources for the Future* and the *Report of the Working Group on Structures Management and Systems* by Board on 21 April 2004 (minute 10/258 refers), there had been a very intense and thorough period of consultation throughout the College, including the publication of material and comments on the College website, meetings with staff and students in a large number of different fora attended by the Provost and a wide range of staff and student meetings and other discussion groups. The Board also noted that a *Questions and Answers Paper* had been prepared in May 2004 to clarify issues which had arisen during the consultation process. The Provost advised Board that, in formulating the proposals for presentation to Board, serious consideration had been given to the issues raised in the consultation process and that where appropriate they had been addressed in the proposals currently under consideration.

The Provost invited Board's attention to the spectrum of opinion regarding structures which had emerged during the consultation process, noting that some members of the College community had recommended that we go further and more quickly whilst others had suggested that there is no strong case for change. The Board noted that there are three key drivers for change, the first of which is a new resource allocation model which would require

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changes in structures, noting that there is some, but not significant, disagreement among the College community on this issue. The second is the positioning of the College to take greater advantage of opportunities, especially in research, if we are serious about Trinity becoming an internationally competitive, research-led institution and the third is the seriousness of the current financial situation.

The Provost invited the Board's attention to the following three areas outlined in his memorandum on which proposals had been made to address the questions posed in the discussion documents launched in April.

- (i) **Academic Activity and Resources** The Board noted the proposals to develop a resource allocation model which would allow the College to move from a historically-based financial distribution model to one based primarily on academic criteria, further noting the consequent devolution of budgets to academic units. The Provost advised Board that, while the implications of devolution of activities for support and service areas will only become evident after the structures issues are decided, it was proposed to begin to actively address the relationship between academic, administrative and support services in readiness for any such devolution.

In the discussion which followed, it was agreed that the Provost would advise Board of the membership of the specialist Task Force which he would appoint to prepare a draft paper on the criteria for use in the development of the resource allocation model, noting that this Task Force would present its draft paper for consideration by the Resource Management Working Group, Council and Board thus ensuring that there would be adequate consultation with all relevant groups, including student representatives, prior to any decisions being made.

The Board agreed that the experience of other countries in developing resource allocation models would be a very useful input to the discussion and that the principles on which the resource allocation model would be developed should be established at the outset. The Board also agreed that it would be useful to include generic examples of the proposals in the Task Force's draft document and that consideration could be given to expressing the model as a mathematical formula so that its implications could be clearly understood.

After some discussion it was agreed that the Executive Officers group should establish a Working Group to make recommendations to Executive Officers and Board on the various principles that should apply to the relationship between academic, administrative and support areas in the context of budgets being devolved to academic units.

The Board noted the reservations of the student representatives in relation to the establishment of *ad hoc* working groups in College and the concern expressed by the President of the Graduate Students' Union that the Partnership Committee may not adequately represent graduate students as employees of the College.

- (ii) **Structures** The Provost advised Board that, when considering the appropriateness of the College's current academic units, it was considered reasonable to adopt the principle that the basic units of College should be sufficient in number to ensure a wide and varied spread of academic activity and clear disciplinary identity, to which staff and students could relate, but few enough to allow disciplinary integration, recruitment and retention of the best international talent, effectiveness in pursuing research funding, flexibility in managing the variations of disciplinary popularity, the provision of adequate administrative support for staff and students and the empowerment of Heads of Department in the governance and management of the College. The Provost, noting that the current fragmentation of academic units in

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Trinity would: (a) not match the requirements of the proposed new resource distribution model; (b) could disadvantage the College in availing itself of opportunities to develop into a world class research-led university; and (c) would leave many existing academic units vulnerable in the current financial and demographic climate, invited Board's attention to the proposals in relation to the restructuring of departments and schools.

The Provost also invited Board's attention to proposals in relation to the devolution of some central services/activities to Faculty level and advised Board that there was a broad spectrum of opinion on the appropriate number of Faculties, noting that, while a number of people suggested that there should be no Faculties, the majority of opinion favoured their retention. In response to a query, the Bursar advised Board that there had been lengthy discussion on this issue at the Working Group on Structures, Management and Systems and the conclusion had been that it would be in the best interests of the College to retain the Faculty structure, noting that the question at issue was the number appropriate for the College. The Provost advised Board that proposals in relation to the devolution of administrative/support functions would depend on the number of Faculties and the need to have Deans as part of the Executive Officers Group.

The Board noted that there were mixed opinions on the process by which Deans and Heads should be appointed, noting that, in the case of Deans, the opinion was roughly equally divided between election and selection and in the case of Heads, there was stronger support for election. The Provost advised Board that under the proposed new arrangements, Deans would play a greatly increased role in the strategic management/governance of the College and the system of appointing Deans should ensure that the maximum number of suitably-qualified candidates would apply for such posts and that in considering a selection process, it was proposed to follow the procedures used for filling Chairs which would entail the establishment of a selection Committee including representatives of the Faculty.

In discussing the proposals, the Board agreed that the bottom-up approach to determining the number and composition of Departments/Schools was the appropriate way to proceed. The Board also agreed that the decision in relation to the number of Faculties should await the emerging proposals in relation to the number of Schools and Departments, noting that decisions in this regard could be difficult but they would have to be addressed in the overall interests of the College.

It was also agreed that the focus should be on determining activities which could be devolved to academic units rather than on Faculties *per se*. The Board also noted concerns that inter-disciplinarity should not be impeded in any way by the proposed new structures.

It was agreed that the section on Structures would be re-drafted in the light of the detailed comments made by Board members.

- (iii) **Timetable** The Provost advised Board that the deadline identified in the *Structures Report* was September 2005, by which time it was envisaged that the proposals for the implementation of plans would have been considered and approved and measures put in place that would allow of the phased introduction of the new system for resource distribution and the new structures. The Provost, noting the difficulties of delaying implementation to September 2006, advised Board that the basic features of the new structures could be in place by September 2005, even though it might take a year or more after this to have the new structures working effectively in terms of administrative support, full financial devolution, some devolution of central services and new space configurations.

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The Board noted the concerns of the Student Representatives that the timetable for specific actions might not allow sufficient time for consultation with students.

The Board agreed that the deadline of September 2005 for the introduction of the resource allocation model should remain.

In response to a query, the Provost advised Board that it was the view of the Executive Officers that the case for change in College was so strong that it would be irresponsible to await the publication of the OECD review before initiating action, noting that the OECD recommendations would be considered very seriously by the College in due course. In response to a query, the Board also noted the Bursar's comments in relation to the role which the *Questions and Answers Paper* and meetings with specific groups in College played in clarifying the rationale for the proposed changes.

The Board agreed that a revised document would be prepared for consideration on 7 July. It was also agreed that a review process would be an inherent part of the implementation of all proposals.

In conclusion, the Board agreed that following consideration of the issues on 7 July a document reflecting Board decisions in regard to these matters would be placed on the College website.

14/333 Annual Officers 2004-2005 The Board approved the following nominations for Annual Officers for 2004-2005, as proposed at its meeting on 9 June 2004 (minute 13/272 refers) noting the dissension of the Student Members of Board in relation to the appointment of the Junior Dean and Dr Duffy's dissension in relation to the appointment of the Senior Dean:

Vice-Provost	Professor J B Grimson
Bursar	Professor J W O'Hagan
Registrar	Professor D J Dickson
Senior Lecturer	Professor J A Murray
Dean of Research	Professor I H Robertson
Dean of Students	Mr B D R Misstear
Senior Proctor	Professor J V Scattergood
Junior Proctor	Professor W T Coffey
Senior Dean	Professor C Smyth
Junior Dean	Mr B Tangney
Senior Tutor	Dr C Laudet (elected by the Tutors)

The Board noted that:

- (a) Dr J V Luce has agreed to serve as Public Orator for a further year;
- (b) the Dean of Graduate Studies (Professor P J Prendergast) was nominated by the University Council.

The Board also approved the nomination of Dr S Butler as Community Liaison Officer for 2004-2005.

14/334 Board Membership - External Member The Board approved the proposal of the committee established by Board to chose an external Board member, (minute 13/274 refers), that IBEC, the Law Society of Ireland and the Royal Hibernian Academy, as being representative of appropriate business and professional interests, be invited to nominate a potential external

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Board member. Following a discussion, and noting Mr Connolly's concern that though the process solicits opinion of external groups, the appointment should be made on the basis of consultation with as broad a base as possible.

- 14/335 Nomination for Appointment – Chair in Clinical Microbiology (2003)** Under Other Business the Board approved the nomination of Thomas Richard Frazer Rogers, MA, MSc (Lond), FRCPath, FRCPI with effect from 1 October 2004, on the Professor Consultant scale, with pension provision.
- 14/336 Staff Disciplinary Matter** Under Other Business the Board approved the appointment of Professor David Taylor, Faculty of Science, to act as Pro-Senior Dean to investigate particular allegations made against a member of the academic staff.
- 14/337 Future Board Meetings** Under Other Business the Board agreed that due to the pressure of business the Board meeting scheduled to take place on 7 July 2004 would commence at 10.00am.
- 14/338 Faculty of Health Sciences – Faculty Ethics Group** The Board noted and approved the memorandum from the Secretary, circulated dated 22 June 2004.
- 14/339 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 22 June 2004, as circulated.
- 14/340 Proctors' Lists for First Summer Commencements (18 June 2004)** The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 15 June 2004.
- 14/341 Administrative and Library Staff Review Committee** The Board approved the recommendations of the Administrative and Library Staff Review Committee from its meeting of 17 June 2004 in respect of the following promotions in accordance with the memorandum from the Staff Secretary, circulated dated 22 June 2004. The recommendations will take effect from 1 October 2004 (except in the case of Mr J Cremin, whose promotion is retrospective to 1 October 2003)
- (a) Ms M Bennett (Sports);
 - (b) Ms A Mulligan (Drama);
 - (c) Ms C Kelly (Buildings Office);
 - (d) Ms N Kelly (IS Services);
 - (e) Ms S Devereux (IS Services);
 - (f) Mr M Murray (Director of Buildings Office);
 - (g) Ms O Tunney (Careers Advisory Service);
 - (h) Ms S McIntyre (Library);
 - (i) Mr D Mockler (Library)
 - (j) Mr J Cremin (Library)
 - (k) Mr M Walsh (Statistics)
 - (l) Ms C Hannon (Senior Lecturer's Area)
 - (m) Ms E Hayes (Senior Lecturer's Area)
 - (n) Ms R Casey (Senior Lecturer's Area)
 - (o) Ms A O'Reilly (Senior Lecturer's Area)
 - (p) Ms M Regan (Staff Office).

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14/342 Staff Matters

- (a) **Early Retirement** The Board noted and approved request for retirement of Dr Paul Dowding, Botany, on a cost neutral basis to the Pension Fund from 1 October 2004;
- (b) **Resignation** The Board noted with regret the resignation of Dr T T West with effect from 30 September 2004 and thanked him for his contribution to the Board over his many years as a member.

14/343 Sealing The Board noted:

Deed of Conveyance – Teresa Reidy The Seal of the College was put to a Deed of Conveyance between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Teresa Reidy of Glendahalan West, Ballyheigue, Tralee, Co Kerry re part of the townland of Maulin situated in the Barony of Clanmorris in County Kerry. [14/6/04].

14/344 Headship of Department – History of Art The Board noted that Dr P D McEvansoneya has been elected to the headship of the Department of the History of Art for a second term of a one year period from 13 July 2004 to 12 July 2005.**14/345 Calendar Entry – Louis Kennedy Prize** The Board noted and approved a memorandum from the Treasurer, circulated dated 15 June 2004.**14/346 Advisory Committee for the Fund for the Visual and Performing Arts** The Board noted a letter from the Provost, circulated dated 17 June 2004, and approved the following awards:

<i>Dr M Causey (Drama)</i>	€4,450
Contribution to cost of digital video project screenings and production, 2004-2005	
<i>Mr G Higgs (Music and Media Technology)</i>	€2,500
Contribution to the theatrical production <i>Hongongalongalo</i> for submission as thesis for MSc in Music and Multimedia Technologies	
<i>Mr T Muller (Germanic Studies)</i>	€2,000
Production costs for project <i>D-Lab: German Drama on Stage</i>	
<i>Ms E Pine/Mr D Jones (English)</i>	€870
Fees for writers attending Wales-Ireland Symposium on 8 May 2004	
<i>Dr R Roche (Psychology)</i>	€3,500
Costs for staging play, <i>The Man Who</i> , part of Dublin Fringe Festival, October 2004	
<i>Professor D L Weaire (Physics)</i>	€3,000
Contribution to costs of staged reading of <i>Calculus (Newton's Whores)</i> Trinity week 2005.	

Signed:

Date:

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