

The University of Dublin

Trinity College

Minutes of Board Meeting, 23 April 2008

<i>Present</i>	Provost (Dr J Hegarty), Vice-Provost (Dr R M J Byrne), Registrar (Dr J Barkhoff), Bursar (Dr D C Williams), Senior Lecturer (Dr C Kearney), Dr A Butterfield, Mr A Byrne, Ms G M Clarke, Ms M A Coffey, Dr J F Donegan, Dr A C Donnelly, Mr A Frenda, Ms U Faulkner, Dr E Mac Cárthaigh, Dr K J McGinley, Mrs P E Murphy, Dr E J O'Halpin, Dr J A N Parnell, Dr A J Piesse, Dr H J Rice, Mr B Rock, Mr B Sweeney, Dr J K Vij.
<i>Apologies</i>	Dr J M Kelly, Dr D P O'Donovan, Dr S M Ryan, Mr M A Slevin.
<i>In attendance</i>	
<i>(ex officio)</i>	Secretary, Acting Treasurer, Assistant Secretary.

SECTION A

BD/07-08/251 Minutes The minutes of the meeting held on 2 April 2008 were approved and signed.

BD/07-08/252 Matters Arising from the Minutes There were no matters arising from the Minutes that were not included on the Agenda.

BD/07-08/253 Provost's Report The Provost advised of a recent visit by the Minister for Education and Science. He also advised Board that he hoped to present a nomination for the Chief Operating Officer to Board in May.

BD/07-08/254 Annual Office - Bursar The Board approved the Provost's nomination of Professor Margaret O'Mahony as Bursar, from 1 May 2008.

The Provost paid tribute to the excellent work carried out by Dr Williams during his term of office and he thanked him for carrying the onerous burden of Dean of Engineering, Mathematics and Science and Acting Bursar in recent months.

BD/07-08/255 Restructuring - Annual Officers The Provost, introducing the topic, invited Board's attention to the following documents which had been circulated:

- Memorandum from the Provost and the Senior Lecturer, as Chair of the Restructuring Implementation Oversight Group (RIOG), dated 10 April 2008, including a diagrammatic representation of the proposed management structure;
- Final Report and Recommendations from RIOG, dated April 2008, including as Appendices:
 - References to Officers/Offices in the Statutes;
 - Paper from the Provost to Board on the 'Role of the Provost in the context of new Support Structures', which had been considered by

Board at its previous meeting (minute BD/07-08/231 of 2 April 2008 refers).

He advised Board that RIOG's recommendations were predicated on the decisions made in June 2007 concerning the roles and functions of the Chief Academic Officer and the Chief Operating Officer (minute BD/06-07/352 of 26 June 2007 refers). He stated that, in order to conform to the statutory time-table for the nomination and approval of Annual Officers, it would be desirable that the Board would make decisions on the recommendations at the meeting.

The Senior Lecturer invited Board's attention to the following main issues on which clarification had been sought during the consultation process in March and April 2008 with the Board, Council and Fellows.

- (i) **Role of the Provost:** He noted that this had been clarified in a paper from the Provost previously considered by Board.
- (ii) **Relationship between Annual Academic Officers and Senior Administrative Officers and the nature of Central Management:** The Senior Lecturer advised Board that the primary aim of restructuring was to achieve a management system that responds effectively and efficiently to the needs of the academic community. He stated that one of the underlying principles of the proposals was to create conditions to allow academic and administrative staff to carry-out their work with the authority to make decisions within the remit of their responsibility and to ensure that they are accountable for their decisions. The Senior Lecturer invited the Board's attention to the proposed management structure which was outlined in a diagram which accompanied the memorandum and to the responsibilities which the Provost would delegate to the Vice-Provost, Faculty Deans and the Chief Operating Officer (COO).

The Board, noting the role which Principal Committees would play in assisting Board and Council in developing and overseeing policy, noted that, as in the past, it was proposed that the inclusion of key academic officers as members of Principal Committees would ensure the primacy of academic concerns and that student representation would ensure student input to the decision-making process. Key administrative officers, who would also be members of Principal Committees, would inform and advise on operational matters.
- (iii) **Nature of administrative support for the Vice-Provost and his/her relationship with other Annual Officers:** The Senior Lecturer advised Board that it was proposed that the Chief Operating Officer, in consultation with the Vice-Provost will reconfigure academic administration to preserve institutional memory, protect the strong culture of academic leadership within the College and ensure the most effective organisation of administrative services. He also stated that the Vice-Provost would oversee and coordinate the development of College-wide academic policy and would work with other Annual Officers to ensure that there is no duplication of activities and resources and no overlap of functions and responsibilities of Annual Officers.
- (iv) **Term of office of the Vice-Provost:** The Board noted that the term of office of the Vice-Provost would normally be five years and that, should circumstances so dictate, he/she would require the consent of an incoming Provost, and would be nominated in accordance with the Statutes.
- (v) **Feasibility of the proposed role of the Vice-Provost:** The Senior Lecturer stated that as proposed the role of the Vice-Provost is, in some

respects, comparable to the role of Registrar/Vice-President - Academic Affairs in the NUI Colleges.

The Provost advised Board that the diagrammatic representation of the proposed management arrangements does not include the many formal and informal cross-linkages which take place between academic and administrative areas and the important role played by the College's Principal Committees.

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

- (a) clarity is needed in relation to the management structure for student services, particularly in relation to the proposed Director for Student Services, so that there is an effective voice for students in all relevant fora. Attention was drawn to the importance of the role of Dean of Students in relation to the student experience and to the role of Faculty Deans in delivering education services to students;
- (b) the management structure, as proposed, removes the principle of academic governance. There should be a continuation of the current situation whereby Heads of administrative and service areas would have a dual reporting to the COO and to the relevant Annual Officer. Annual Officers have, on occasions, resolved difficulties being experienced by the academic community with administrative offices. In order to bring cohesion to the management of the College, the Head of an administrative area and the Annual Officer to whom he/she reports should be members of the relevant Principal Committee chaired by an Elected Board Member;
- (c) the division of administrative and academic management, as proposed, could limit effective communication and thereby hinder academic development; the development and maintenance of communication across all areas of College will be a necessary component of the proposed management structure;
- (d) the five-year tenure for the Vice-Provost is longer than is normal for Annual Officers and consideration should be given to reviewing the appointment after three years with the Board having an option to renew the appointment for a further two years, should it so wish;
- (e) the role of the Academic Secretary in providing administrative support for the Vice-Provost across the full range of academic activity needs to be considered in the context of the reporting arrangement to the COO and the Senior Lecturer's administrative requirements;
- (f) much will have been achieved if the structures, as proposed, will ensure clear and unambiguous accountability in the academic and administrative management of the College;
- (g) there is a need to ensure that there will be effective, and two-way, communication with the service staff, many of whom have been in College for a long time, and upon whom the success of the College's plans will often depend;
- (h) the College's targets and goals need to be clearly and explicitly stated;
- (i) noting that a number of operational matters fall within the remit of Faculty Deans and Senior Lecturer, the general separation of operational and policy issues was welcomed.

In response to queries from Board Members, the Provost and the Senior Lecturer advised Board that:

- (j) due consideration had been given to the unique role which the Library plays in the academic life of the College in deciding that the Librarian would report to the COO and would be a member of both the Academic Management Group and the Senior Administrative Management Group;

- (k) the rationale for the proposed structure was to ensure that: (i) there is no ambiguity in relation to the accountability and reporting arrangements of Heads of administrative and service areas; (ii) Annual Officers will be able to focus on academic issues and not get drawn into management and operational issues;
- (l) there will be formal annual reporting from administrative and service areas to Board;
- (m) the proposed management groups - Executive Officers, Academic Management and Senior Administrative Management - are intended to assist the Provost, the Vice-Provost and the COO respectively to delegate and coordinate activities. They will also be fora where consultation and discussion can take place at early stages in the development of initiatives and on overall management issues. The groups will differ from formal College Committees whose membership represents the full range of the College's activities and interests. The Board noted that the effectiveness of the management groups will be reviewed in due course;
- (n) the COO and Vice-Provost will agree targets for the delivery of the College's plans and these Officers will be accountable for their delivery;
- (o) the Treasurer has two functions, the first of which is to manage the College's finance function, in which context he/she will report to the COO and the second is the statutory duty to the Board in relation to the management of the College's finances. In view of the importance of these functions the Treasurer will be a member of the Executive Officers Group.
- (p) Annual Officers may serve beyond the term of office of the Provost of the day only with the consent of the incoming Provost;
- (q) under the proposed arrangements, the Vice-Provost will be responsible for coordinating education and research activities and as a result, the existing role of the Vice-Provost in relation to personnel matters will change, particularly as Faculty Deans will take on more responsibility for the recruitment, retention and promotion of staff. It was felt that overall personnel policy should be within the remit of an Annual Officer.

The Board noted the Bursar's comments on the benefits of the new arrangements for Annual Officers, noting in particular the benefits which will accrue to the College from the role Annual Officers will play in academic policy development and oversight, particularly through their membership of Principal Committees.

The Board noted the concerns expressed by President of the Students' Union about the lack of student representation on the Academic Management Group and the Senior Administrative Management Group. Noting that such representation had received considerable support at RIOG, Mr Byrne advised Board of his view that input from students, as customers of the College, was essential to the implementation of College policy. He stated that the current review, and likely streamlining, of the College's Committees would result in a reduced input from students in the decision-making process. The Provost advised Board that it was envisaged that the management groups would assist College Officers in the delivery of services in accordance with agreed policies. He stated that these groups will not be responsible for the development, or oversight, of policy, noting that these tasks would be within the remit of College Committees whose membership will include representatives of the undergraduate and postgraduate student body. The Provost also emphasised the need to ensure that dialogue with all interested groups in College takes place in both formal and informal fora.

In conclusion, the Board agreed that the document *Report and Recommendations to Board on Annual Officers* would be re-drafted to include the clarifications and elaborations provided verbally at the meeting and would be circulated to the next Board meeting prior to it being made available to the wider College community.

Noting the Provost's statement that the implementation of the proposed recommendations would remove all ambiguity in relation to reporting arrangements and accountability for the managers of administrative and service areas, the Board approved the recommendations and their associated footnotes as presented, subject to:

- a number of textual amendments;
- the incorporation of the proposal that the appointment of Vice-Provost be reviewed after three years, with the Board having an option to renew the appointment for a further two years, should it so wish;
- the inclusion of the Treasurer as a member of the Executive Officer Group.

The recommendations as approved are included as Appendix 1 to this minute.

Dr Vij dissented from the decision because of the break in the management links between the academic and administrative areas.

The Board, noting that the Provost had commenced discussions with a potential future Vice-Provost, agreed that the nominee would be invited to attend a future Board meeting.

BD/07-08/256 Recommendations on Council Composition (see Actum CL/07-08/138 of 9 April 2008) The Registrar invited Board's attention to a memorandum, dated 15 April 2008, which had been circulated with the proposed amendments to the Statutes, and to the proposed revisions to the Statutes which had been tabled at the meeting. He advised Board that, subject to the clarification of any issues raised by the Fellows, Council had approved the proposals for the future composition of Council.

He invited Board's attention to the following proposals that:

- (i) the Dean of Students be, for the time being, co-opted as a full member onto Council (Chapter XIII, 13 (10) (f) of the Statutes);
- (ii) six student representatives, four undergraduate and two postgraduates be full members of Council and that a further two students, the Secretary to the Scholars and one postgraduate student, be observers, thus capturing for the first time in the Statutes full student membership as required by the Universities Act (Chapter XIII, 13 (1) (d) and (e), 13 (4) (b) of the Statutes);
- (iii) one place on Council would be reserved for a member of the research staff and the junior academic constituency would comprise Lecturers only thereby addressing concerns expressed by the Fellows that, due to the split between the number of junior academic staff and researchers in some Faculties, an election could, *in extremis*, result in no junior academic staff being elected to Council.

In discussing the proposals, a number of Board members expressed concern that, notwithstanding the support at Council for the inclusion in the Statutes of the Dean of Students as a full member of Council, the proposal was limited to the inclusion of the Dean as a co-opted member. The Board noted the Provost's comments in relation to the evolving nature of that officership and its future relationship with a possible Director for Student Services, hence the caution at this time in making the Dean of Students a statutory member of Council.

In response to a query, the Secretary clarified the role of Council in interviewing and appointing candidates to Chair positions.

In response to a query, the Registrar advised Board that, until decisions had been made in relation to the role and functions of Annual Officers, the Working Party on the Composition of Council had to work in the context of the *status quo*. It was agreed that it would be appropriate that the Senior Lecturer would continue to be the secretary to Council.

The Board noted the concerns expressed by the President of the Graduate Students' Union (GSU) that there will not be a postgraduate student member of Council from each of the three Faculties, noting that the rotation of membership will have to be at the discretion of the GSU.

The Board approved the proposals as presented, noting that the assent of Fellows to the statutory changes would be sought immediately.

BD/07-08/257 Draft Acta of the University Council The Board confirmed draft Acta of the University Council from its meetings held on:

- (i) 4 April 2008 (Chair of Education);
- (ii) 9 April 2008 (Personal Research Chairs);
- (iii) 9 April 2008;

subject to further comments covering CL/07-08/129, CL/07-08/130, CL/07-08/136, CL/07-08/138, CL/07-08/142, CL/07-08/143, CL/07-08/144, CL/07-08/148, CL/07-08/149. (Items from Section D in the Acta are set out in Section D of these minutes.)

BD/07-08/258 Chair of Education (1905) (see Actum CL/07-08/129 of 4 April 2008) The Board confirmed the recommendation of the University Council and appointed Dr Michael James Grenfell to the Chair of Education (1905) from a date to be agreed.

BD/07-08/259 Personal Research Chairs ((see Actum CL/07-08/130 of 4 April 2008) The Board confirmed the recommendation of the University Council and appointed the following to Personal Research Chairs, from dates to be agreed:

- (i) **Personal Chair in the School of Physics** Dr N K Dekker;
- (ii) **Stokes Research Professorship in the School of Linguistics, Speech and Communication Sciences** Dr N Campbell.

It was noted that the formal titles of these Chairs would be clarified in due course.

BD/07-08/260 Review of the School of Chemistry (see CL/07-07/136 of 9 April 2008) The Board noted the very positive outcome of the review of the School of Chemistry and the reviewers' and Provost's recommendations for the School and the College which had been approved by Council.

BD/07-08/261 Graduate Studies Matter (see Actum CL/07-08/142 of 9 April 2008) The Board confirmed the decision of the University Council in the matter brought before it concerning the appeal of a postgraduate student.

BD/07-08/262 College Ethics Policy Under Other Business, in response to a query, the Secretary advised Board that, while work had commenced on the development of a College Ethics Policy, it was not yet complete, noting that it was intended that the policy would address, *inter alia*, ethical business practises.

SECTION C

BD/07-08/263 **Additional Board Meeting** The Board noted that an additional meeting of the Board will be held on Wednesday, 7 May 2008 at 9.00 am.

SECTION D

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

Signed:

Date:

Annual Officers

Noting the Provost's statement that the implementation of the recommendations will remove all ambiguity in relation to reporting arrangements and accountability for the managers of administrative and service areas, approved the following recommendations and their associated footnotes.

- 3.1 The role of the proposed Chief Academic Officer is most closely aligned to the role of the Vice Provost as defined in the Statutes. RIOG recommends that the Vice Provost also exercise the role of Chief Academic Officer¹. The statutory role of the Vice Provost will remain unchanged.
- 3.2 The Vice Provost shall report to the Provost, be appointed from amongst the Fellows of College, and normally serve for a period of five years². There shall be a review of the appointment after three years and the Board shall have an option to renew the appointment for a further two years, should it so wish.
- 3.3 Recommendations in respect of the roles of annual officers are set out below in line with the recommendation in 3.1:
- a. *Vice Provost*: in addition to the statutory role, the Vice Provost shall:
 - i. Coordinate the activities of other Annual Officers who have cross-cutting policy responsibility in different domains, and Faculty Deans who will have executive responsibility for specific Faculties.
 - ii. Coordinate College-wide academic policy and strategy, including the student experience, teaching and learning, graduate education, and research.
 - iii. Oversee developments in the international and national arenas that impinge on the academic affairs of the College (e.g. Bologna), and propose suitable responses and policy development.
 - iv. Liaise with external stakeholders to represent the College's academic interests and promote the continued development of academic activity within the College.
 - v. Chair the Academic Management Group.
 - b. *Senior Lecturer*³:
 - i. The Senior Lecturer shall exercise his/her statutory role which involves overseeing admissions, progression, appeals, student cases, examinations, and applying academic regulations made by Council.
 - ii. The Senior Lecturer will work with the Vice-Provost in coordinating undergraduate teaching and learning development in College.
 - c. *Registrar*: the Registrar shall:
 - i. Exercise his/her statutory role.

¹ The recommendation that the Vice-Provost shall also exercise the role of Chief Academic Officer complies with the Statutes and has the advantage of providing clear coordination of College's academic activities. It is close to the structure recommended by the RAG to Board in June 2007, to the recommendations of Taskforce 2, and to the recommendations of the AORG. Supported by effective academic administration, this recommendation can (a) provide effective oversight of the academic affairs of College; (b) ensure appropriate separation between administrative and policy functions, and (c) ensure maximum sectoral representation and international competitiveness.

² Annual Officers will serve beyond the term of Office of the Provost of the day only with the consent of the incoming Provost, and nominated in accordance with the Statutes.

³ The Statutes state that the 'Senior Lecturer shall be Chairman of the Committee of Deans of Faculties' (VII.11). There is currently a review of the Committee Structure in College and it is possible that a Committee of Deans may not exist in the future. Furthermore, the Statutes state that the 'Senior Lecturer shall be Secretary to the Council' (XIII.5). It is suggested that the role of the Senior Lecturer as Secretary of Council be reviewed in light of the establishment of the Vice Provost as Chief Academic Officer.

- ii. Have responsibility for external projects which can vary from time to time, and as determined by the Provost and Vice Provost.
- iii. Work with the Vice Provost as appropriate.

The international remit in respect of developing and overseeing College policy on international affairs should be carried out by the Vice-Provost. The Senior Lecturer and the Dean of Graduate Studies should oversee the admissions, progression and examination of international students.

d. Dean of Research:

- i. Existing customary roles of the Dean of Research should remain in place.
- ii. The Dean of Research will work with the Vice Provost in coordinating the research activity of the College.

e. Dean of Graduate Studies:

- i. The customary roles of the Dean of Graduate Studies should remain in place.
- ii. The Dean of Graduate Studies will work with the Vice Provost in coordinating graduate education developments.

f. Bursar: The Bursar shall:

- i. Exercise his/her statutory roles.
- ii. Be available for special projects that will change from time to time and that require academic coordination and strong liaison with the academic community.
- iii. The Bursar will work with the Vice Provost as appropriate.

g. Dean of Students: the officership of the Dean of Students is a relatively new position and its role is evolving. A review of this role will be conducted as part of the reform of the Student Support Services in line with the overall reform of College's central administrative and support service areas. In the meantime, the Dean of Students will work with the Vice Provost to develop and coordinate policies that promote the overall student experience.

- 3.4 The Vice Provost shall coordinate and oversee the functions in respect of the Senior Lecturer, the Dean of Research, the Dean of Graduate Studies, the Registrar, the Dean of Students, and the Bursar. This coordination and oversight role will ensure that the education and research strategy of the College is interlinked, that there is no duplication of activities and resources and no overlap of functions and responsibilities of annual officers.
- 3.5 The Senior Dean, the Junior Dean, the Senior Proctor, the Junior Proctor, the Public Orator, and the Senior Tutor will continue to carry out their statutory roles.
- 3.6 The Vice Provost, the Senior Lecturer, the Dean of Research, the Dean of Graduate Studies, and the Registrar will continue to be supported by existing academic administrative offices⁴.

⁴ It is envisaged that the Vice Provost will be administratively supported by the Academic Secretary. The Chief Operating Officer in consultation with the Vice Provost will reconfigure academic administration to preserve institutional memory, protect the strong culture of academic leadership within the College and in the decision-making processes, and ensure the most effective organisation of administrative services to support the interlinking of education and research strategies.