

*Incorporating any amendments approved at subsequent Board meetings*

The University of Dublin

Trinity College

Minutes of Board Meeting, 18 June 2008

<i>Present</i>	Provost (Dr J Hegarty), Vice-Provost (Dr R M J Byrne), Registrar (Dr J Barkhoff), Bursar (Dr M M O'Mahony), Senior Lecturer (Dr C Kearney), Dr A Butterfield, Mr A Byrne, Ms M A Coffey, Dr J F Donegan, Ms U Faulkner, Mr A Frenda, Dr J M Kelly, Dr E Mac Cárthaigh, Dr K J McGinley, Mrs P E Murphy, Dr D P O'Donovan, Dr E J O'Halpin, Dr J A N Parnell, Dr H J Rice, Mr B Rock, Mr M A Slevin, Mr B Sweeney, Dr J K Vij.
<i>Apologies</i>	Ms G M Clarke, Dr A C Donnelly, Dr A J Piesse, Dr S M Ryan.
<i>In attendance</i>	
<i>(ex officio)</i>	Secretary, Treasurer Acting, Assistant Secretary.
<i>(by invitation)</i>	Librarian and Director of IS Services (Acting) (for BD/07-08/330). Dean of Research (for BD/07-08/331).

The Secretary to the College and the Assistant Secretary withdrew for item BD/07-08/333.

**BD/07-08/319 Minutes** The minutes of the meeting held on 21 May 2008 were approved and signed subject to the following amendments:

**BD/07-08/301 Restructuring - Role of Vice-Provost/Chief Academic Officer**  
The following phrase was added to the end of the final sentence 'and to a review after the first three years.'

**BD/07-08/303 Irish School of Ecumenics** The following sentence was inserted after the second sentence in the penultimate paragraph 'The Board noted that these matters should be the subject of consideration by the Finance Committee prior to their consideration by Board.'

**BD/07-08/320 Matters Arising from the Minutes** A number of matters arising from the minutes were discussed and have been recorded below, (see minutes BD/07-08/321, 322).

**BD/07-08/321 Statutes Review (see minute BD/07-08/298 of 21 May 2008)** In response to a query, the Registrar advised Board that it was anticipated that consideration of the final draft of the revised Statutes by Board and Council would now take place in Hilary Term 2009 so as to allow the Working Party take full account of the issues raised during the consultation process.

**BD/07-08/322 Chief Operating Officer (see minute BD/07-08/300 of 21 May 2008)** The Board noted that Mr Christopher Lyons, the newly-appointed Chief Operating Officer, would take up his post on 30 June 2008.

**BD/07-08/323 Provost's Report** The Provost advised Board that the recently renovated Provost's House Stables, new home to the Trinity Irish Art Research Centre (TRIARC), had been officially opened on 12 June 2008.

**BD/07-08/324 Annual Office** The Board noted, for approval at its meeting on 9 July 2008, the nominations for Annual Officership for the academic year 2008-2009 as presented by the Provost. The Board agreed that, in future, when nominations to Annual Office were being considered those members of the Board who were being proposed by the Provost would withdraw from the meeting for that item on the Agenda.

**BD/07-08/325 Restructuring**

- (i) **Committee Structures** The Senior Lecturer invited Board's attention to a memorandum from the Restructuring Implementation Oversight group (RIOG), dated 10 June 2008, which had been circulated. He outlined the concerns which had been raised during the consultation process on RIOG's initial proposals on the College's committee structure, noting, in particular: the possible overlap with the work previously carried out by the Audit Committee in relation to College governance; the need to consider a total overhaul of principal committees leading to a greater amalgamation of committees and the elimination of the majority of sub-committees; and the need to defer decisions on future committees until the Vice-Provost and Chief Operating Officer are in place.

He advised Board that, in order to address these concerns, RIOG had recommended that a holding position should be in place for the academic year 2008-09 and that the Vice-Provost should chair a new working group, recommended by Board, to complete the review of the committee structures.

In discussing the proposals, Board members expressed concern at the impact of the proposed arrangements on those Principal Committees which had already dissolved sub-committees in response to the earlier RIOG recommendations. Specific reference was made to the dissolution of the Information Services Committee, a sub-committee of the Information Policy Committee, and the need to ensure that potential industrial relations issues associated with future information and library developments will be adequately addressed in the absence of the fully restructured committee systems.

The future relationship of the e-Strategy Working Group to the Information Policy Committee and to the Board was queried. The Board noted comments on the need to ensure that staff in IS Services and the Library will not be undermined by the implementation of any future e-Strategy in College.

The Board noted comments on the need to include the College Safety Committee in the on-going review of the College's committee structure.

In response to queries from Board members on the detailed recommendations outlined in the memorandum, the Senior Lecturer advised Board that:

- (a) the Personnel and Appointments Committee as currently constituted would be phased out when the new structures are in place, and are working to the satisfaction of the Staff Office and the Faculty Deans, and that its current policy remit would be addressed in the new committee structures;
- (b) Principal Committees have the power to establish or to dissolve sub-committees within their remit;

- (c) the relationship of the e-Strategy Working Group and the Information Policy Committee will be addressed by the proposed working group chaired by the Vice-Provost.

In response to a query, the Vice-Provost clarified the approved procedures for recruitment of staff in administrative and service areas.

The Provost advised Board that while it would not be in keeping with the Audit Committee's terms of reference to contribute to the formulation of policy, its previous recommendations in relation to College governance would be taken into account in finalising proposals on the College's committee structures.

The Board approved the recommendations as proposed. (These are set out in Appendix 1 to these minutes.)

- (ii) **Strategic Planning Devolution** The Senior Lecturer invited Board's attention to a memorandum from RIOG, dated 10 June 2008, which had been circulated, together with the report of the Strategic Planning Devolution Working Group which had been chaired by the Vice-Provost.

The Vice-Provost invited Board's attention to the details in the report. She thanked the members of the Working Group, which comprised the Dean of Research, Senior Lecturer, Dean of Graduate Studies, three Professors from the faculties (Prof Lunney, Prof Hogan, Prof Radomski) and the then Research Strategy Officer, Dr Edmond for their work. She advised Board that in preparing the report, the Working Group had received briefing notes from the Vice-Provost on the activities of the Strategic Planning Taskforce, discussion documents from the Dean of Research, the Dean of Graduate Studies, and Senior Lecturer on the devolution of research strategy, graduate education strategy and undergraduate education strategy respectively, and the RIOG's document on revised committee structures. The Board noted that the Working Group had also met with a delegation from the Irish Congress of Trade Unions and the Staff Secretary, and with the three Faculty Deans.

The Vice-Provost advised Board that the recommendations from the Strategic Planning Devolution Working Group focus on the devolution of research strategy, graduate education strategy, and undergraduate education strategy. She stated that the recommendations provide for the devolution of the current strategic planning process and take cognisance of the need to obtain a balance between the devolution of strategy to Faculties and the central oversight of the College's strategic direction provided by the new Executive Officers Group.

The Board noted that, in the context of the Provost being responsible for the Board-approved strategic direction of the College, and the Faculty Deans being responsible for strategic planning in the three faculties, it was recommended that: (a) the Vice-Provost continue to coordinate strategic planning, in line with the role of coordinating College-wide research and education academic policy and strategy; and (b) the Dean of Research oversee and coordinate the College's research and innovation strategy and the technology transfer and entrepreneurship strategy.

The Board also noted that the Faculty Deans are considered pivotal in ensuring alignment between the top-down strategic leadership provided by the Provost and the Executive Officers Group and the bottom-up strategic direction provided by the Schools. Administrative and support area strategic plans are to be coordinated by the Chief Operating Officer and brought to the Executive Officer Group by the COO, in consultation with the Vice-Provost, to ensure alignment between them, the School plans and the College strategic plan. The Vice-Provost advised Board that the recommendations enable participation by

all members of the College community in strategic planning in academic units, and in administrative/support areas, aligned to the College strategic plan

In the course of a discussion on the detailed proposals and in response to queries, the Vice-Provost advised Board that the recommendations in relation to the central administration of the postgraduate and undergraduate examinations processes were designed to ensure consistency across faculties and the maintenance of quality in all respects. The Board noted that the devolution of certain examination functions in relation to taught postgraduate courses would be likely in the future. The Vice-Provost advised Board that the establishment of a Principal Committee of Council with responsibility for undergraduate education would be addressed in the review of the College's committee structures.

The Board approved the recommendations as proposed. (These are set out in Appendix 2 to these minutes.)

The Board thanked the Vice-Provost and the Working Group for their very comprehensive report.

**BD/07-08/326**

**Report of the Working Group on the Code of Governance** The Provost, introducing this item, invited Board's attention to its approval of the sectoral Code of Governance on 4 April 2007 (minute BD/06-07/202 refers) and to the decision at that time to establish a Working Group to develop detailed Governance Guidelines for the College.

Dr Butterfield, Chair of the Working Group, advised Board that, in preparing the Code, the Group had consulted with the Partnership Committee, noting that the issues raised by individual members of the Committee had been addressed in the document. The Board noted that the College's legal advisors and a Director of the Governance Forum in the Institute of Public Administration had also been consulted.

Dr Butterfield invited the Board's attention to the following points:

- (i) the Code is a high level Code of Practice which provides a framework for the College. The implementation of certain aspects of the Code may require negotiation and discussion with specific individuals and/or groups in College in due course;
- (ii) on approval of the Code by the Board, the Secretary's Office, in consultation with the relevant areas of College, will draft the detailed handbooks and guidelines specified by the Code. This work will be carried out over the coming year;
- (iii) the Working Group decided to defer the preparation of the Guidelines in respect of Quality Customer Service for Customers and Clients pending the completion of the restructuring of the administrative and service areas;
- (iv) schedules to the Code will be up-dated on an on-going basis to take account of changing external and internal circumstances.

In response to a query, the Secretary advised Board that the College is currently compliant with all aspects of the Universities Act and that the Code of Governance does not put any additional requirements on the College in this regard. He also advised the Board, in response to a query, that in the case of a conflict between the Statutes and the Universities Act, the Universities Act prevails.

The Board noted remarks that while members of the Partnership Committee had been given an opportunity to comment on the Section 3.3 of the Code, the Committee itself does not have the power to sign-off on the Code as this is within the remit of the College's Trade Unions and Staff Representative Groups. Concern

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was expressed about the need for adequate discussion and negotiation in the implementation of the Code.

In response to a comment that the HEA's Scheme for Special Professorships is at variance with the College's own appointment procedures, the Provost advised Board that this scheme has not yet been used by the College.

The Board, noting that the Guidelines in respect of Quality Customer Service for Customers and Clients should be prepared as soon as possible, approved the Code of Governance as presented.

**BD/07-08/327 Annual Report 2006/2007** The Secretary invited Board's attention to the College's Annual Report for 2006/2007 which had been circulated. He noted that the report, the third such publication, followed the same format as the previous years' reports. He advised Board that, ideally, the report should be accompanied by the consolidated financial statements for the same period, but that due to uncertainties in relation to pension issues the financial statements for 2006/2007 were not yet complete. The Board approved the Report subject to a small number of editorial amendments.

**BD/07-08/328 Draft Acta of the University Council** The Board confirmed draft Acta of the University Council from its meetings held on:

- (i) 4 June 2008 (Personal Chairs);
- (ii) 4 June 2008;

subject to further comments covering CL/07-08/180, CL/07-08/184, CL/07-08/187, CL/07-08/188, CL/07-08/189, CL/07-08/190, CL/07-08/198, CL/07-08/199. (Items from Section D in the Acta are set out in Section D of these minutes.)

**BD/07-08/329 Council Composition (see Actum CL/07-08/187 of 4 June 2008)** The Senior Lecturer advised Board that as insufficient nominations had been received in some categories for the elections to Council, it was proposed to extend the deadline for the receipt of nominations to 25 June 2008 and to conclude the election by the second week in July.

The Board approved this proposal.

**BD/07-08/330 Annual Reports**

(i) **Library and College Archives (see Actum CL/07-08/184 of 4 June 2008)**

The Librarian, present by invitation, invited Board's attention to the Library and College Archives, Annual Report for 2006-07 which had been circulated. He invited Board's attention to the milestones and challenges facing the Library Services in that year.

***Milestones:***

- (a) the establishment of the Long Room Hub as a Research Institute and its award of a grant of €10m under PRTLII, providing the opportunity for the strategic development of special collections as a research driver;
- (b) the establishment of the Digital Resources and Imaging Service, creating teaching and research resources in digital format;
- (c) the extension of the Automatic Bookstack Request Service, greatly facilitating access to collections presently in closed access;
- (d) provision of funding for a replacement Library Management System, enabling a step-change in the quality of services and procedures

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- required to control and disseminate the Library's 4.5million printed items and other resources;
- (e) the creation of a central multi-media service area, providing a single point of access to collections of material in microform and portable electronic formats;
- (f) investment in electronic research resources, enabled through the HEA's investment in arts and humanities resources under the IReL initiative;
- (g) major exhibitions on Ireland and World War I, the centenary of Synge's *Playboy of the Western World* and sixty years of the Friends of the Library.

**Challenges:**

- (a) storage is at a critical phase, with the Library unable to accept research materials and presently forced to plan for indefinite storage of its Legal Deposit and other research collections in off-site commercial premises;
- (b) allied to the lack of storage for growth, there is a requirement to address the re-balancing of open and closed access collections, with the objective of having all campus collections on open access;
- (c) migration from print to electronic media, requiring re-structuring of systems, budget and services;
- (d) the current staffing and resource model is not aligned with the Library's client community nor its service priorities, requiring new staff structures and a revision to the allocation of resources;
- (e) the present level of funding is not sustainable, resulting in reliance on tourist generated income for core services to undergraduate and postgraduate communities;
- (f) the Library's national and international roles are often in conflict with its primary role in supporting teaching and research.

(ii) **IS Services Annual Review**

The Director of IS Services (Acting), present by invitation, invited Board's attention to the IS Services Annual Review 2006-07 which had been circulated. He outlined the budgets and structure within IS Services and the committees and user groups with which the Service interacts on a regular basis. Noting the high volumes of activity on the College network and the developments in delivering support services to staff, he invited Board's attention to the highlights for the year under the following headings:

**Students:** Two thousand six hundred students were connected to the College network via the first 'self service' technology in any educational institution in Ireland; Trinity was the first university in Europe to adopt New Google Applications, including Gmail, for students and the service was introduced in June 2007; Email for life service was introduced for TCD students and there was a growth of 60 percent in wireless network access points thereby significantly improving mobility in line with the College's strategic plan.

**Research:** the College's network capacity and international connectivity was expanded; the College's wireless network was extended to most areas of the College and the roaming facility 'EDURoam' was enabled; customised IT training courses were introduced and a virtual research team was established to support the College's research community.

**Staff:** a new podcasting service was made available for academic staff; a new telephone support system was introduced at the helpdesk offering improved call handling and response times and a laptop and projector loan scheme was also made available through the helpdesk; technical support continued to be

made available for lecture theatres and portable audio and video conferencing units were made available for loan.

The Board also noted the challenges facing IS Services including governance/organisation leadership, the strategic development of ICT, funding and staffing issues, the delivery of an appropriate service to the research community and disaster recovery/business continuity.

The Acting Director concluded with a statement of the objectives of the Service and the mechanisms whereby they might be achieved.

In discussing the two reports, the following points were made by Board members:

- (i) the extensive use of digital resources in the Library illustrates the need for the twenty four hour service provided by IS Services;
- (ii) it is unclear as to whether all IT services for College are subject to same rigour which is applied by the Information Policy Committee to the proposals which are within its remit; difficulties in the operation of WebCT during the past year were noted;
- (iii) the energy consumption costs associated with the provision of the IT service need to be monitored;
- (iv) the efficiency of the College's IT systems and their value for money should be tested periodically by comparison with the costs of out-sourcing equivalent services;
- (v) the inclusion of budgetary information in the future Annual Reports for the Library would be useful;
- (vi) the linkages between the operations of the Library and IS Services, particularly in relation to the provision of electronic media, should be addressed in future reports;
- (vii) there is a need to ensure that the implementation of College policy to replace of out-of-date IT systems remains a priority;
- (viii) the extension of the opening hours of the Library, to bring the College in line with other Irish universities was welcomed.

The Director of IS Services (Acting), in response to queries from Board members, clarified a number of technical issues.

The Board thanked the Librarian and the Director of IS Services (Acting), and their respective staff, for their very useful reports.

**BD/07-08/331 Trinity Exploration Campus** The Dean of Research, present by invitation, invited Board's attention to a memorandum, dated 11 June 2008, which had been circulated. He advised Board that discussions had been ongoing for some time with a named benefactor about the opportunities associated with the development of Trinity-linked enterprise to the south of the Dublin City. He stated that the venture included proposals for residential *in camera* research conferences and funded research programmes arising from these conferences, in parallel with the delivery of an industrial park for high-end technology initiatives.

Following a detailed discussion of the proposal, the Board agreed that discussions should continue and that if they proceeded satisfactorily, and in the best interests of the College, detailed proposals should be presented to the Finance Committee and the Site and Facilities Committee prior to any further consideration of the matter by Board.

**BD/07-08/332 Disciplinary Matter** Under other business, the Board approved the Secretary's proposal that Professor Cyril Smyth, who is currently Pro-Senior Dean in a disciplinary investigation of a named staff member, be confirmed in that role until the conclusion of the case which is currently being heard by the College's Disciplinary Panel. In

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approving this proposal, the Board noted that, should the case continue beyond 30 September 2008, Professor Smyth will have formally retired but that he will continue to have an involvement with the College as a Fellow Emeritus and in a part-time lecturing capacity.

**BD/07-08/333 Staff Matters** Under Other Business, the Provost invited the Board's attention to a number of external projects in which the College is currently engaged. He outlined the reputational and academic risks to the College associated with a failure to capitalise on the opportunities associated with these projects by not bringing them to a conclusion in a timely manner. The Provost invited Board's attention to the proposal that the current Secretary to the College, who is vastly experienced and skilled in these matters, be offered a new position of Director, Strategic Initiatives for a maximum period of three years, with effect from 13 July 2008 with a view to bringing these projects to a satisfactory conclusion. The Provost advised Board that Mr Gleeson had offered his resignation from the position of Secretary from that date and that the Assistant Secretary had agreed to take up the position of Acting Secretary until a Secretary was appointed. It was noted that additional administrative support would be required for the Secretary's Office for the transition period and that it would be funded from a combination of sources available to the Secretary's Office and the Provost. The Provost, in response to queries from Board members, clarified a number of detailed issues.

The Board welcomed and approved the proposal as presented.

The Board paid tribute to Mr Gleeson's very significant contribution as Secretary over an eighteen year period and welcomed the new arrangements whereby his expertise would continue to be available to the College in the proposed new role.

## SECTION B

**BD/07-08/334 Audit Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the Audit Committee from its meeting of 19 May 2008.

**BD/07-08/335 College Safety Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the College Safety Committee from its meetings of:

- (i) 21 November 2007
- (ii) 7 February 2008
- (iii) 26 May 2008 (amended) with particular reference to:

**SA/0708/23 Hazardous Materials Facility** The Vice-Provost invited Board's attention to the Committee's recommendation that the Hazardous Materials Facility be relocated from its current location to the purpose-built facility on the roof of the Panoz/Smurfit buildings, following completion of the outstanding recommendations in the consultants' report, on the stated recommendation of the College Safety Officer and Director of Buildings that, based on the advice of the external consultants, it is safe to do so.

The Board approved the recommendation.

**BD/07-08/336 Finance Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the Finance Committee from its meeting of 26 May 2008 with particular reference to:

**FN/07-08/63 University Pension Schemes** The Secretary advised Board of the very significant progress which has been made in relation to the management of the University pension funds. He stated that a decision has been made authorising the

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Department of Finance, via the HEA, to enter into discussions with the Trustees and administrators of the five University pension funds with a view to addressing the issue of the liabilities of the funded schemes. The Secretary noted that the agreement is contingent on all five universities participating in the arrangements and that final agreement will be subject to the inclusion of adequate safeguards and the agreement of the Pension Trustees. The Board noted that the Pension Trustees will consider the correspondence at their next meeting.

In response to a query, the Secretary advised Board that, while the Trade Unions have no formal role to play in the approval process, noting that this is responsibility of the Pension Trustees, it is intended to have discussions with Trade Unions and other staff representative groups before final recommendations are presented to Board.

The Board thanked the Secretary for his very significant contribution to the resolution of this matter for the College and the sector.

**FN/07-08/69 (a) Minutes of Catering Management Committee** The Board, noting the proposal to contract out an element of food service provision, noted concerns expressed by a number of Board members that this suggestion, if pursued, would be in breach of a recent agreement between the College (through the Director of Accommodation and Catering) and SIPTU. It was further noted that there is no staff representative on the Catering Management Committee thereby adding to a perception that change might be implemented without appropriate consultation. In response to these concerns, the Secretary, noting that managers of self-financing areas have to be free to explore all business options, advised that negotiations would take place with staff prior to any decisions being taken in this regard.

**BD/07-08/337 Information Policy Committee (see Actum CL/07-08/188 of 4 June 2008)** The Board noted, and where appropriate, approved proposals in the draft minutes of the Information Policy Committee from its meeting of 22 April 2008.

**BD/07-08/338 Research Committee (see Actum CL/07-08/189 of 4 June 2008)** The Board noted, and where appropriate, approved proposals in the draft minutes of the Research Committee from its meeting of 8 May 2008 with particular reference to:

**RS/07-08/41 Funding of Trinity Research Institutes (TRIs)** Dr Kelly, Chair of the Research Committee, advised Board that concerns which had been expressed by the Director of TCIN in relation to the proposed funding model for TRIs would be discussed at the meeting of the Committee the following day.

**BD/07-08/339 Resource Management Committee** The Board approved the recommendations of the ARAM Task Force, as approved by the Resource Management Committee, and outlined in a memorandum from the Bursar, dated 29 May 2008. The Board noted that in future the minutes of the ARAM Task Force will be considered by the Finance Committee and reported to Board via that Committee's minutes.

**BD/07-08/340 Site and Facilities Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the Site and Facilities Committee from its meeting of 27 May 2008 with particular reference to:

**SF/07-08/132 Presentation of Long Room Hub Project** Dr McGinley, the Chair of the Site and Facilities Committee, invited Board's attention to the Committee's decision to defer submitting the Long Room Hub project for planning approval pending clarification of the external elevations, confirmation of the cost reductions and further consultation with interested parties.

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The Board noted Dr McGinley's request that the representative role of members of Building Committees should be addressed in the review of the Committee structures.

**BD/07-08/341 Student Services Committee (see Actum CL/07-08/190 of 4 June 2008)** The Board noted, and where appropriate, approved proposals in the draft minutes of the Student Services Committee from its meeting of 29 April 2008, with particular reference to:

**SS/07-08/116 College Day Nursery Annual Report** Dr Mac Cárthaigh, a member of the Committee, invited Board's attention to the staffing and funding needs of the Day Nursery and in particular the urgent need for a line manager for the service.

### SECTION C

**BD/07-08/342 Board Elections - Counting of Votes on 3 July 2008**

- (i) The Board noted and approved the nomination of the Assistant Secretary to the College (Ms A E FitzGerald) as Returning Officer, the Secretary to the College being unavailable to act because of involvement in interviews for Professor/Academic Director for the Long Room Hub on that day.
- (ii) The Board approved a variation to Regulation 23 (*The Secretary to the College shall appoint at least twelve people to count the votes cast in the election. All persons engaged in the conduct of the election shall undertake to preserve secrecy.*) governing the Board elections so that the Secretary may appoint at least six people to count the votes cast in the election. This proposal is being made as a result of no count being required for the Technical, Administrative and Support Staff constituency, thereby reducing by over 50% the number of potential number of votes which will be cast.

**BD/07-08/343 Board Membership - Graduate Students' Union** The Board noted that Mr R Hodson has been elected President of the Graduate Students' Union and would serve on Board for 2007-2008 (Ms A Murphy and Mr P Laird have been elected Vice-President and Treasurer respectively).

**BD/07-08/344 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 27 May 2008, as circulated.

**BD/07-08/345 Memorandum of Understanding 2008 between Trinity College Dublin and the University of Melbourne, Australia** The Board noted that this Memorandum of Understanding, as circulated, was signed on 6 May 2008, by the Provost and by the Vice-Chancellor of the University of Melbourne, to facilitate academic exchange between the two institutions.

**BD/07-08/346 Prizes and Other Awards**

- (i) **A J Leventhal Scholarship 2008** The Board approved the following awards:  
A J Leventhal Scholarship Ms E Geary (Value: €2,285);  
Grant of €1,000: Ms J Blackman.
- (ii) **Grace Lawless Lee Fund** The Board noted and approved a memorandum from the Provost, circulated, dated 11 June 2008.
- (iii) **Fund for the Visual and Performing Arts** The Board noted and approved a memorandum from the Provost, circulated, dated 11 June 2008.

- (iv) **Allen Burke Memorial Prize (New Prize and Calendar Entry)** The Board noted and approved a memorandum from the Treasurer (Acting) circulated, dated 15 May 2008.
- (v) **Prizes in Psychology** The Board noted and approved a memorandum from the Treasurer (Acting), circulated, dated 15 May 2008.

**BD/07-08/347 Headship of Schools** The Board noted and approved the following nominations to Headship of Schools, for three years from 13 July 2008:

- (i) **Biochemistry and Immunology** Professor K Mills;
- (ii) **Engineering** Professor J Fitzpatrick;
- (iii) **Histories and Humanities** Professor R Stalley;
- (iv) **Natural Sciences** Professor J Parnell;
- (v) **Pharmacy and Pharmaceutical Sciences** Professor M Radomski;
- (vi) **Physics** Professor J Donegan.

**BD/07-08/348 Senate - Grace for the Degree of Master in Arts (*jure officii*)** Admission to corresponding degree of Master in Laws (LL.M.) (*ad eundem* Oxon.) The Board noted and approved a memorandum from the Registrar, circulated, dated 5 June 2008.

**BD/07-08/349 Almanack** The Board noted the Almanack for 2008-2009, as circulated.

**BD/07-08/350 Representation - Adelaide and Meath Hospital Dublin incorporating the National Children’s Hospital** The Board noted and approved the nomination of Professor D Kelleher as the College representative on the Board of the Adelaide and Meath Hospital Dublin incorporating the National Children’s Hospital.

**BD/07-08/351 Secretarial Staff Review Committee - Representation** The Board noted the election of Ms Mabel Denniston as the staff representative on the Secretarial Staff Review Committee for the academic year 2008-2009.

**BD/07-08/352 Technical Staff Committee** The Board noted that Ms T Moloney and Mr J McCauley have been elected as representatives for Constituency One and Three respectively on the Technical Staff Committee for 2008-2010.

**SECTION D**

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

The Audit Committee Mid-term Review was deferred.

Signed: .....

Date: .....

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## Appendix 1 to Minute BD/07-08/325 (i)

**Restructuring - Committee Structures: Recommendations approved by Board**

1. All existing Principal Committees of Board and Council, with the exception of the Heads' of School Committee, should remain in place for the 2008-09 period or until such time as a new committee structure is approved by Board.
2. The Heads' of School Committee should be discontinued as of the 11th July 2008. Until a final proposal on revised committee structures is approved, the sub-committees of the Heads' Committee should continue in existence.

The following sub-committees of the Heads' of School Committee should report directly to Council for the academic year 2008-09 or until such time as a new committee structure is approved by Board:

- Graduate Studies Committee
- Quality Committee
- International Committee.

The remit of the Centre for Academic Practice and Student Learning Committee should merge with the Undergraduate Teaching and Learning Committee and this reconstituted committee should report directly to Council for the academic year 2008-09 or until such time as a new committee structure is approved by Board.

3. The Personnel and Appointments Committee (PAC) should revise its remit to take into consideration the new Faculty structure. Board has agreed that applications for new or replacement staffing posts within the Faculties should be managed by Faculty Executives. Applications for new or replacement posts within the Administrative and Support Service Areas should be managed by the Senior Administrative Management Group (SAMG).

Faculty Executive Committees will make recommendations to the Executive Officers' Group, Council and Board on strategic staff recruitment within their Faculties. It will be necessary to carefully manage devolution of recruitment to Faculty Executives and the SAMG. Firstly, the administrative supports will have to be in place in the Faculties and for the SAMG. Secondly, it will be necessary to ensure that institutional memory on staffing commitments across all areas is maintained and applied as appropriate in the decision-making process on appointments. The PAC should continue in existence for 2008-09 and phase out when the structures are in place and the Staff Office and Faculty Deans are satisfied that the new committees have at their disposal all relevant staffing information and administrative supports.

4. The Resource Management Committee should be discontinued as its remit no longer fits the new academic structures.
5. The ARAM Taskforce should continue for the interim and its minutes should go to the Finance Committee.
6. The Vice-Provost should chair a new working group, recommended by Board, to complete the review of the committee structures.

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## Appendix 2 to Minute BD/07-08/325 (ii)

**Restructuring - Strategic Planning Devolution: Recommendations approved by Board****1. Strategic Planning in the new structures**

- (i) The Provost has responsibility for overseeing the strategic direction of the College.
- (ii) It is recommended that the Vice-Provost continues to coordinate strategic planning, in line with the role of coordinating College-wide research and education academic policy and strategy.
- (iii) It is recommended that the Dean of Research oversees and coordinates the College's research and innovation strategy and the technology transfer and entrepreneurship strategy.
- (iv) It is recommended that the Provost and the new Executive Officers Group initiate and approve the strategic planning processes and final plans and monitor their implementation.
- (v) It is recommended that the College Strategic Plan, to be updated for the period 2009-2014, be overseen by the new Executive Officers group. Progress in implementing the College strategic plan will continue to be reviewed and monitored by the Executive Officers Group and the Board of the College.
- (vi) It is recommended that School strategic plans, and the progress made in implementing them, are to be reviewed, monitored and evaluated by the Faculty Executive Committees led by the Faculty Deans, and are to be brought to the new Executive Officers Group by the Faculty Deans to ensure alignment between School plans and the College strategic plan.
- (vii) It is recommended that Faculty Deans develop a process coordinated by the Vice-Provost to synchronise and align the development of School strategic plans and the College strategic plan.
- (viii) It is recommended that consideration be given to the development and evaluation of strategic plans from recognised Trinity Research Institutes and Centres, which may - given their interdisciplinary nature - span several Schools and Faculties. The Faculty Deans are considered pivotal in ensuring alignment between the top-down strategic leadership provided by the Provost and the Executive Officers Group and the bottom-up strategic direction provided by the Schools.
- (ix) It is recommended that administrative and support area strategic plans are to be coordinated by the Chief Operating Officer and brought to the new Executive Officers Group by the COO in consultation with the Vice-Provost to ensure alignment and synchronicity between them, the School plans and the College strategic plan.
- (x) Participation in strategic planning in academic units has been achieved through the representation of staff and students on School executives and School committees and it is recommended that such participation continues to be a priority, to be achieved through meetings of School executives and School committees to consider strategic matters. It is recommended that similar proactive participation in strategic planning in administrative and support units is achieved through the representation and involvement of staff on appropriate groups. It is recommended that full participation in strategic planning in the spirit of partnership and collegiality is maintained and fostered.

*Incorporating any amendments approved at subsequent Board meetings*

## 2. Research, graduate education, and undergraduate education strategy

- (i) It is recommended that a single institutional research strategy, coordinated by the Dean of Research, is maintained, which overarches the totality of Trinity's research activities, as at present.
- (ii) It is recommended that developments of the College strategic plan are based on the agreed principles enshrined in the College strategic plan update 2006: international excellence in the individual scholar is central to research; a broad base of excellence in research activity across disciplines is appropriate for a research intensive university; the strategy of interdisciplinarity is fundamental to the College's goal of being recognised as a world leader in at least some research activities; it is necessary for the achievement of this goal that the research strategy continues to identify areas of strength, benchmarked internationally, and to create critical mass in focal themes for future growth and investment; it is essential to build on existing areas of strength rather than weakness, while retaining flexibility to grow emergent areas.
- (iii) It is recommended that the Faculty Executive Committees, led by the Faculty Deans, when considering the research proposals in Schools' strategic plans, will take cognisance of the strengths and emergent areas identified in the College strategic plan.

## 3. Devolution of Graduate Education Strategy

- (i) It is recommended that the central function be considered by the current nomenclature of Graduate Studies Office rather than alternatives such as Graduate School.
- (ii) It is recommended that the following functions continue to be centrally administered, for efficiency, consistency and legislative reasons:
  - *Admissions*: It is recommended that applications are processed centrally, including applications for taught postgraduate courses (which are processed through the Postgraduate Application System) and applications for research postgraduates (which will be processed through the same system in the future).
  - *Examinations*: It is recommended that postgraduate examinations are administered centrally, including approval of nominations for examiners, receipt of examiners' reports and research results.
- (iii) It is recommended that aspects of the following functions be devolved to the Faculties:
  - *New Course Approval*: It is recommended that the Faculty Executive Committees led by the Faculty Dean approve new postgraduate courses in the context of the suite of postgraduate programmes available in the Faculty, prior to their approval by the Graduate Studies Committee and Council.
  - *Postgraduate Student Recruitment*: It is recommended that the Faculties take responsibility for strategic postgraduate student recruitment in a proactive and systematic manner for Schools in the Faculty.
  - *Awards/Benefactions*: It is recommended that the Faculties allocate existing awards. It is also proposed that the Faculties strategically develop further means to support postgraduate research students, e.g., through Teaching Assistantships.

## 4. Devolution of Undergraduate Education Strategy

- (i) It is recommended that the following functions continue to be centrally administered, for efficiency, consistency and legislative reasons:
  - *Admissions*
  - *Examinations*
  - *Student records*
- (ii) It is recommended that aspects of the following functions be devolved to the Faculties:

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- *Undergraduate student numbers:* It is recommended that the Faculty Executive Committees are to play a role in determining the undergraduate student numbers in the College and their recommendations are to be brought by the Faculty Dean to the Academic Management Group and the new Executive Officers Group.
- *Undergraduate courses:* It is recommended that decisions about undergraduate courses including the introduction of new courses, amendments to existing courses, and cessation of existing courses made by a School are to be approved by the Faculty Executive Committee, and the Principal Committee of the Council.
- *Undergraduate student recruitment:* It is recommended that the Faculties coordinate the activities of the Schools in the Faculty for undergraduate student recruitment.

## 5. **Strategic development**

- (i) It is recommended that consideration be given to the best manner in which to coordinate strategies for contribution to the community, locally and globally, and outreach in general, to ensure maximum benefit to all and to assist accurate provision of data to the Board on the totality of College's outreach activities in any given year.
- (ii) The College's philanthropic fundraising strategies are led by the Provost, supported by the Trinity Foundation. It is recommended that the role for the Faculty Deans in fundraising specified in the document 'Roles and responsibilities of Faculty Deans' allows for continued alignment of top-down and bottom-up philanthropic strategic direction.
- (iii) It is recommended that the on-going development of strategies in relation to human resources, infrastructure, information and communications technology, and governance and resource management be considered within the brief of various principal committees of the Board, with a role for initiatives to be brought to these committees from the Executive Officers Group by Officers as appropriate and from the Faculties by the Faculty Deans.
- (iv) It is recommended that the process by which strategic planning is achieved within the College is reviewed again by the Board after the completion of the 2009-2014 College strategic plan, and regularly thereafter.