Incorporating any amendments approved at subsequent Council meetings

The University of Dublin

Trinity College

A meeting of the University Council was held on Wednesday 19 January 2005 at 11.15 am in the Board Room.

Present	Provost, Senior Lecturer, Registrar, Senior Tutor, Dean of Graduate Studies, Dean of Arts (Humanities), Professor E O'Halpin, Dean of Arts (Letters), Professor D M Singleton, Dr E V Patten, Dean of Business, Economic and Social Studies, Dr M L Brennan, Dr M L Rhodes, Dean of Engineering and Systems Sciences, Dr S P Wilson, Dr A Kokaram, Dean of Health Sciences, Professor C M Begley, Dean of Science, Professor P Coxon, Dr C Benson, Ms F M Haffey, Mr C Larkin, Mr D McCormack, Mr D Mac Síthigh, Mr A Payne, Dean of Dental Affairs.
Apologies	Vice-Provost, Dr P C Conroy, Dr A W Kelly, Dr N Marples, Ms M McMahon, Ms K Gibson, Ms F Van Der Puil.
In attendance	Librarian, Secretary, Academic Secretary.
By invitation	Bursar and Dean of Research for CL/04-05/073, CL/04-05/074.
Student observers	Ms D McClean, Mr J Bertram.

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

The Secretary advised Council members that there would be an additional meeting of Council on Tuesday 1st February 2005 at 11.15am.

It was agreed to defer consideration of the minutes of 12th January 2005 until the next meeting.

SECTION A

CL/04-05/070 Minutes of the meeting of 1st December 2004

Minute CL/04-05/055 The Vice-President of the Graduate Students' Union raised a number of issues in relation to the minutes, suggesting that not all comments made were reflected therein. He felt that the fact that brief consideration had been given to whether a vote should be taken in regard to the timing of decision-making should have been recorded as well as the suggestion that there should be a joint meeting of Board and Council. He also raised the question of whether there should be a verbatim record of Council's deliberations.

In terms of accuracy of the minutes, the Senior Lecturer stated that current practice was to review minutes of the previous meeting as a first item of business and to make agreed amendments to the record.

The College Secretary commented that both Board and Council receive fairly detailed minutes and he stated that good management practice was that decisions only should be recorded. In his view the minutes conveyed the disquiet expressed by some members of Council and also indicated support for new structures and therefore he did not agree that they did not reflect the discussion. Council and Board normally conduct business on a consensus basis and this is reflected in the minutes.

The Secretary suggested that advance notice be given of any inaccuracies in the minutes - to the Academic Secretary or himself in respect of Council and to himself in respect of Board minutes.

An amendment was made to Minute CL/04-05/055, eighth paragraph, first sentence: replace 'Several' with 'Two'.

- CL/04-05/071 Matters Arising from the Minutes A number of matters arising from the Minutes were discussed and have been minuted under appropriate headings hereafter.
- **CL/04-05/072 Provost's Report** The Provost advised Council that the Vice-Provost was a member of the Irish delegation to China and would be meeting representatives from Fudan University in Shanghai, with whom the Law School in Trinity has recently signed an agreement.
- CL/04-05/073 Structures Academic Re-organisation Two discussion papers from the Senior Lecturer had been circulated for consideration, one on Governance issues and the second on Faculties and Deans, both of which had been prepared with the assistance of Deans. In addition, the Secretary had circulated for the information of Council a document entitled 'A Faculty-Based Academic Resource Allocation Model', signed by a group of academic staff. The Provost proposed that the latter be considered as part of the discussion on Faculties and Deans, as had been the case at Board the previous day. By way of clarification, Professor Singleton advised Council that the document from the group of academic staff, who are Fellows, was not a Fellows document.

In order to assist Council in its consideration of these issues, the Senior Lecturer had prepared a number of slides. The first presented an overview in relation to three areas:

- the ARAM once agreement was reached on principles and the allocation of income and costs, issues concerning implementation and the transition phase would be considered;
- (ii) academic structures discussions were ongoing regarding the number and composition of schools and faculties, on governance issues, and in relation to deans and heads of academic units;
- (iii) support services issues regarding administrative and service renewal, including a budget model and organisation, were being considered.

A second slide highlighted the governance issues which were dealt with under the following heading in the circulated memorandum.

(a) Head of School: The Head of School would be responsible for School strategy and operations and would be the account holder for the School. Three options were proposed for appointment: (i) election in accordance with procedures used for the election of Head of Department; (ii) appointment by internal or open competition, using a selection process similar to that for any academic appointment or for professorial positions specifically; and (iii) nomination and election in consultation with the Provost and Executive Officers. The term of appointment was five years in the first instance, renewable for up to a further three years and in the case of an appointment by open competition, it was proposed that the appointment would be for a fixed term of six years, with review within the first three. The Senior Lecturer noted that as the range of duties of Heads of School would be significantly greater than those of current Heads of Department, further consideration should be given to the incentives and rewards available for those taking on the role of Head of School.

- (b) Director of Teaching and Learning (Undergraduate), Director of Teaching and Learning (Postgraduate), Director of Research: It was proposed that academic staff would be appointed to these positions by the Head of School. They would be responsible for initiating and overseeing curriculum development and for research strategy and in addition, for identifying and fostering cooperation possibilities between Schools.
- (c) School Executive: The School Executive would normally consist of the Head of School, the Director of Teaching and Learning (Undergraduate), the Director of Teaching and Learning (Postgraduate) and the Director of Research, as well as the chairpersons of the disciplinary areas within the School and the School's student convenor(s).
- (*d*) *School Committees:* School Committees would consist of staff and student representatives from different programmes/years within the School.
- (e) Chairs of Disciplines/Academic Leadership: Chairs of disciplines within Schools would be elected by their disciplinary colleagues and would be responsible for nurturing and promoting the interests of their discipline and for fostering discipline related curricular development and discipline related research.
- (f) *Resource allocation:* While resource allocation is fundamentally a matter for Schools, there would be general principles to which all Schools must adhere to ensure fairness and transparency. It was proposed that decisions in relation to resource allocation would be made by the Head of School in consultation with the School Executive and with the advice of the School Committee.
- (g) Academic Strategy and Resource Planning: It was proposed that each School would develop and implement an academic and resource strategy and agree a three-year plan with the College which would be approved ultimately by Council and Board.
- (*h*) *Relationship between Schools and College decision-making*: A number of models were discussed in the paper however the nature of the relationship between Schools and College decision-making was dependent on the outcome of discussions regarding Faculty structures.
- *(i) Schools and Academic Promotion:* It was proposed that staff promotions should remain a centrally guided process.
- (*j*) *Research Institutes, Research Centres*: It would be necessary to clarify the position and accountability of research institutes within the College that are not currently attached to any department.

The Senior Lecturer introduced the four options on academic structures, as outlined in the document on Faculties and Deans (and also presented diagrammatically on a third slide).

- 1. Schools Only In this model, schools would have direct interaction with central College structures and decision-making. Consideration could be given to whether Heads of Schools could be more directly linked to the Executive Officers' Group.
- 2. *Faculties as Co-ordinating and Integrating Structures* In this scenario, Deans would provide academic leadership in relation to common undergraduate and postgraduate programmes, and with the support of their offices, play a significant role in the integration of programmes. Deans would also have a mediating role, supporting and advising staff. Specialised administrative and

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financial support could be placed at Faculty level. Consideration could be given to there being four Faculties – Health Sciences, Engineering and Systems Sciences, Science and a new joint faculty of Arts, Humanities and Social Sciences. Deans could be appointed by rotation among the Heads of School or be elected.

- 3. *Faculties Incorporating Resource Management and Planning Roles* This option was similar to (2) above, but in addition, Deans would have a significant role in resource allocation and planning. Under this arrangement, three faculties were envisaged and Deans may be incorporated as members of the Executive Officers' Group. They would have a strong executive role and be the final budget holder for a faculty's schools. The Senior Lecturer noted that this option was very similar to that recommended by the Structures, Management and Systems report in April 2004. He commented that this option also reflected substantially the proposals contained in the paper from the group of academics referred to above.
- 4. *Faculties as Transitional Mechanisms* Under this scenario, faculties would continue temporarily, transferring functions and activities to Schools in a sequenced manner over a 1-3 year period. They might have a role in supporting the formation of schools and implementation of the ARAM and provide support for new Heads of Schools. This option would build on the demonstrated capacity of existing faculties and deans to deal with the academic and resource issues at a time of organisational change.

The Senior Lecturer stated that the Deans' Committee had been discussing the above options and there was an emerging view that further development of Option 2 (Faculties as Co-ordinating and Integrating Structures) may offer the best way forward. The Senior Lecturer also commented that he was aware that many areas of the College did not want a faculty structure, nevertheless he stressed the desirability of agreeing a model that would embrace diverse views or positions. Within any new structure, there was a need to have appropriate checks and balances in place and while schools may have a focus on their own interests, Deans could provide a College-wide perspective. Under option 2, there could be a Deans' Committee without budgetary bias. The Senior Lecturer noted that at present, Deans have limited financial resources but carry great influence within their Faculties and in College generally.

The Senior Lecturer also updated Council on discussions regarding the formation of schools, adding that this was an emerging situation. He noted that in addition to proposals for twelve integrated schools, there will need to be several federated schools.

The Provost invited comments from members of Council, noting that final decisions would be made at a subsequent meeting. The following were among the points raised:

- While four distinct options were presented, they might also be viewed as a continuum. The Senior Lecturer stated that it may be appropriate to take the preferred elements of the various options and build a model to suit the College's needs.
- There was a view within College that elections to Headship of School / Deanship should continue. The Senior Lecturer commented that an inclusive approach should be adopted, as noted in the paper on Governance.
- The membership of Council would have to be reviewed if new academic structures were introduced. In a schools only structure, Heads of School should become members of Council. It was also suggested that a valuable aspect of Council's membership was that individuals other than Deans and Officers were members. It was noted that while the membership of Board was

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written into legislation, there were ways of handling the relationship of Deans or Heads of School with Board, possibly through their links with Executive Officers.

- In relation to option 2, it was suggested that without budgetary control, Deans may not be in position to exercise significant influence. The Senior Lecturer noted that while Deans may not have control of very significant levels of funding, nevertheless they were very influential both in their Faculties and at a College level.
- A combined Arts, Humanities and Social Sciences Faculty could include approximately 45% of the student population and it was suggested that it would be necessary to consider the implications of this in the context of the ARAM. It was noted that with the exception of Option 3, resources would be fully devolved to School level.
- The devolution of budgets to schools was welcomed and the view was expressed that it would be regrettable if budget control were held at Faculty level.
- The Schools Only option was less complex than the other three models and it was suggested that the benefits presented by the additional layering of Faculties were not obvious.
- It was envisaged that the Director of Teaching and Learning (Postgraduate) would initiate and oversee curriculum development in Schools and foster developments across schools. The Directors would meet as a group with the Dean of Graduate Studies. Faculties, in turn, could provide for postgraduate integration between schools.
- Further consideration would be given to the membership of School Executives, including the position of graduate student convenors.
- It was suggested that consideration be given to reducing the term of appointment to headship of a school. The Senior Lecturer stated that this issue had been discussed by the Deans' Committee and the terms proposed reflected the Deans' views.
- The management and operation of the Two-subject Moderatorship programme may have to be given further consideration within the new structures. It was noted that currently, four Faculties contributed to the programme.

The Bursar rehearsed the background to current discussions in relation to new structures and the ARAM. In April 2004, the Structures, Management and Systems report had proposed three options in relation to academic structures and resource allocation: (a) a schools only structure; (b) no change in academic structures; and (c) a strong faculty model similar to option 3 above. The Board had decided in July 2004 that the number and composition of Schools/Departments should be agreed no later than December 2004 following extensive 'bottom-up' discussion. It also agreed that it would decide on the number, composition and role of Faculties in December. In order to allow further time for consultation, this deadline had been extended to February 2005. It was now necessary to consider whether the College's structure should include Faculties, and if so, to decide which option was preferred. The number of faculties would also have to be considered. A decision in relation to the election or selection of Deans should be made in the context of the model selected and the role of Faculties and Deans.

The Education Officer of the Students' Union commented on the very useful role played by existing departmental committees in progressing issues of concern to students, and he sought clarification on how such arrangements might operate within new structures. The Senior Lecturer indicated that it was envisaged that the School's Director of Teaching and Learning (Undergraduate) would meet with course directors across the School to co-ordinate the School's undergraduate activities. Council noted the concerns of the Education Officer that the opportunities currently available for interaction of students and staff at departmental meetings should be preserved within the new structures.

Following further discussion, Council requested the Senior Lecturer and the Deans consider in more detail options (2) and (3) above, or some hybrid of these models, for further discussion at the next meeting.

CL/04-05/074 Academically-based Resource Allocation Model (ARAM) (see Actum CL/04-05/068 of 12th January 2005) Council resumed its discussion of papers from the Bursar and the Task Force on the ARAM. The Bursar advised Council that Paper 2 had been considered by the Resource Management Working Group on 17th January 2005 and by Board on 18th January 2005. He thanked members of Council for their comments since the earlier discussion and invited further comment.

The Senior Tutor expressed her concern regarding the allocation of resources to student services. In response the Bursar indicated that the paper outlined how the costs of services would be allocated. The issue of how budgets would be determined for the service areas had yet to be ascertained, however as noted in Paper 2, the levels of expenditure would initially be set to fund existing levels of activity. While the paper acknowledged that there were additional costs associated with international students, the Senior Tutor stated that other groups also placed additional demands on student services and she was concerned that this should be reflected in the funding to student services. The Bursar clarified that the model also included a weighting for students from a non-traditional background.

In response to a question, the Bursar stated that he was seeking additional information on postdoctoral researchers and would be in a position shortly to respond on how they would be treated in the model. It was noted that there would also be costs associated with Deans and their Offices and consideration may have to be given to how such costs would be allocated. The Bursar also agreed to prepare a worked example of the model and noted that a paper on how the ARAM may work at the level of the academic unit was available on the website.

(http://www.tcd.ie/Local/Structures/aramillustration.php).

The Bursar re-iterated that heads of academic units would not have the option of declining to contribute to the costs of support services. Some concerns were expressed that this position might erode over time where heads of academic units sought to reduce costs.

The Provost thanked the Bursar and the Dean of Research for attending Council for the discussion on Structures and on the ARAM. It was noted that the ARAM proposals would be presented to Board for approval at its meeting on 26th January 2005, as outlined in the Provost's memorandum to Board on 8th December (Roadmap for decisions on ARAM and Structures).

CL/04-05/075 Graduate Studies – Proposal for an MPhil in Modern Irish History A memorandum from the Dean of Graduate Studies dated 21st December 2004 had been circulated together with supporting documentation. In introducing the proposal, the Dean of Graduate Studies advised Council that the course had been proposed by the Department of Modern History in response to student demand and in order to increase the available pool of research students in the Department. The course proposal had also undergone external review, as a result of which some minor recommendations had

been made. The Dean stated that the proposal had been approved by the Graduate Studies Committee, the Library Committee, and the Finance Committee.

The Dean of Arts (Humanities) advised Council that there was no dedicated course on Modern Irish History available in Ireland at the postgraduate level. Trinity was ideally placed to offer the course as the research interests of eight of the Department's staff were in this area, the library resources were excellent and several research networks in this area were already in place. Professor O'Halpin noted that the course had been designed with an emphasis on the generic professional training of researchers and that some funding was available to bring in additional specialist expertise. In response to a question, he indicated that the subjects offered reflected the research interests of staff participating in the programme and may vary from year to year depending on staff availability.

Council was advised that plans were in place to advertise the programme: the website had been developed and an entry prepared for the prospectus pending approval by Council of the proposal. It was noted that the financial plan set out in the circulated document would require modification in the context of implementation of the ARAM.

The course would be offered on a full-time basis over one academic year commencing in October 2005 with an annual intake of up to 25 students. Council noted and approved the proposal as presented.

Arising from this item, the Senior Tutor commented on the need to consider assignment of tutors to postgraduate students. The Dean of Graduate Studies indicated that in practice, he acted as tutor to postgraduate students but that it might be more appropriate within the new structures for this role to be undertaken by the proposed Directors of Teaching and Learning (Postgraduate).

CL/04-05/076 Nominations for Appointment Council noted and approved the circulated information which is attached as Appendix 1 to the minutes.

SECTION B

- CL/04-05/077 Personnel and Appointments Committee The Council noted and approved the recommendations as set out in the minutes of the Personnel and Appointments Committee from its meetings of 26 November and 17 December 2004 which had been circulated (including Terms of Reference, Special Unpaid Leave for Career Breaks and Sick Leave Regulations).
- CL/04-05/078 Academic Affairs Committee The Council noted and approved the recommendations as set out in the minutes of the Academic Affairs Committee from its meeting of 30 November 2004, as circulated.

SECTION C

CL/04-05/079 Higher Degrees – Reports of Examiners – Higher Degrees by Research Alone The Council noted and approved the reports of examiners on candidates for higher degrees, approved by the sub-committee of Board and Council on 23 November 2004 and noted by Board on 14 December 2004.

- PhDFrancesco Cavatorta; Deirdre Desmond; Jonathan William Henry
Dukes; Alistair Richard Howell; Caitriona Lally; Jean Margaret Lynch;
Paul Monaghan; John O'Connor; Václav Šmídl.
- **BD** David Patrick Murtagh.
- MSc Maria Buckley; Mirela Veronica Bucur; Eileen Costelloe; Brian Patrick Davis; Fatma Mohamed Elaiab; Micheál Moloney; Enda Michael Mulry; Diarmuid Rush.
- MDentCh Veronica Nora Fisher.
- CL/04-05/080 Graduate Studies Committee Minutes The Council noted and approved the minutes of the meetings of the Graduate Studies Committee of:
 - (i) 21 October 2004;
 - (ii) 30 November 2004.
- CL/04-05/081 Council Representation The Council noted that Ms C Waters (Two-subject Moderatorship Convenor and member of Council) has resigned and has been replaced as a member by Mr A Payne (Business, Economic and Social Studies observer) and that Ms K Gibson has been nominated as Two-subject Moderatorship Convenor and observer at Council.
- **CL/04-05/082** Accreditation Degree of Master in Social Work/Postgraduate Diploma in Social The Council noted that the National Social Work Qualifications Board has granted full accreditation status leading to the NQSW award, for five years until 2009.
- **CL/04-05/083 Student Case** The Council noted and approved the request of the Senior Lecturer for a named student to be permitted to repeat the Junior Sophister year in full in the academic year 2004-2005 constituting a third attempt.
- CL/04-05/084 Nominating Committee The Council approved the membership of the following committees:
 - Lecturer Inorganic Chemistry (one year contract)
 Dean of Science
 Professor J Corish
 Dr P E Kruger
 Dr Y Gun'ko
 Dr A J Piesse
 - (ii) Scientific Programme Co-ordinator (9-12 month contract) Dean of Science Professor J Corish Professor D C Williams Dr S M Draper Dr G W Watson Ms A M FitzGibbon

Under Other Business:

- (iii) Lectureship in Operations Management (contract of indefinite duration) Pro-Dean of Engineering and Systems Sciences (Mr E Mullins) Professor A A Torrance Dr K Kelly Dr M M O'Mahony Dr C Patterson Mr Paul Davis (DCU) Senior Lecturer/Consultant General Surgeon (Permanent) (iv) Dean of Health Sciences Professor J V Reynolds Mr R Stephens Dr N Keeling Mr J O'Brien (Hospital Board - St James's Hospital) Mr T Boyle (Medical Board - St James's Hospital) Professor C V Holland External Assessor (to be advised)
- CL/04-05/085 Senior Promotions Committee Membership Under Other Business the Council approved the following changes in membership:

Mr T Redmond (to replace Dr S M S Devitt as the Non-Fellow Academic Staff representative); Dr C F Brady and Dr D A Mac Dónaill (to replace Ms C Nolan and Professor P Fannin as the Academic Staff Assocation Representatives).

The following item on the Agenda was deferred:

Departmental Reviews - Reports from the Provost

Signed

Date

Appendix 1 to Actum CL/04-05/076

Nominations for Appointment - 19 January 2005

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Biochemistry	Research Fellow	MANSOUR, Rolan, BSc, MSc (Tees), PhD (Lond.)	01-01-2005	31-12-2006
Chemistry	Research Fellow	LE-BON, Bertrand, MSc, PhD (Nice)	03-01-2005	31-12-2005
Clinical Medicine	Research Lecturer	PIDGEON, Graham, BSc (DCU), PhD (DCU & RCSI)	01-12-2004	31-10-2007
Clinical Medicine	Part-Time Lecturer	GIBNEY, James, MB, BCh, BAO (NUI), MRCPI (RCPI)	01-09-2004	31-08-2007
Clinical Medicine	Part-Time Lecturer	GRAY, Steven, BA, MSc (Dubl.), PhD (Karolinska Inst. Stockholm)	01-12-2004	30-11-2007
Computer Science	Research Fellow	MAAD, Soha, BE, MSc (American Univ. of Beirut), Ph.D.(Warw.)	24-11-2004	30-09-2007
Economics	Research Associate	WALDRON, Patrick MA, MLitt (Dubl.), Ph.D. (Penn.)	01-12-2004	30-09-2007
Genetics	Research Fellow	MALONEY, Alan, B.Sc, Ph.D. (NUI)	10-01-2005	09-01-2007
Genetics	Research Fellow	WHITE, Sandra B.Sc., Ph.D. (NUI)	10-01-2005	09-07-2006
Geology	Research Associate	REDMOND, Patrick B., BA, MSc (Dubl.), PhD (Stan.)	01-01-2005	31-12-2007
Health Policy & Management	Lecturer t	THOMAS, Stephen David, MA (Oxon.), MSc (Oxon), PhD (Cape Town)	16-05-2005	Permanent
Histopatho- logy	Visiting Senior Lecturer	MASKREY QC, Simeon, LLB (Leic.), Barrister at Law, (Gray's Inn)	01-01-2005	31-12-2007
Immunology	Part-time Lecturer	LIDDY, Caroline, BSc. MSc., (Dubl.)	01-01-2005	Indefinite Duration
Mechanical & Manufactur- ing Engineering	Research Fellow	SUSMEL, Luca, Ph.D. (Padova)	01-11-2004	31-10-2006
Medieval History	Visiting Professor	FRAME, Robert F., MA, PhD (Dubl.)	01-11-2004	01-05-2005
Microbiology Research Unit / Dublin Dental School	Research Fellow	YEOMANS, Tim, B.Sc. (Carlow IT), Ph.D. (NUI)	07-02-2005	06-02-2009
Pharmacology & Therapeutics		BENNETT, Kathleen E, B.Sc., Ph.D. (S'ton.)	01-01-2005	31-12-2005
Pharmaco-logy & Therapeutics		TEELING, Mary, MB (NUI), MD (NUI), FRCPI	01-01-2005	31-12-2005
Pharmaco-logy & Therapeutics		SALMON, Patrick F, B.A., M.B., M.A. (NUI), FRCPI	01-10-2004	30-09-2009

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Physics	Research Associate	CARPENTER II, Leslie Earl, B.S. (Minn.), Ph.D.(Iowa State	01-09-2004	31-08-2007
Physics	Research Fellow	JANIAUD, Eric, B.Sc., M.Sc., DEA., Ph.D. (Paris 7)	01-02-2005	31-01-2006
Physio-therapy	Research Physiotherapi st	COONEY, Sinead, BSc.,(Dubl.)	01-01-2005	31-08-2005
Psychiatry	Part-Time Lecturer	BARRY, Edwina, BMS, MB, BCh BAO (NUI), MRCPsych (Royal College of Psychiatrists)	01-01-2005	31-12-2007
Public Health and Primary Care	Research Fellow	WHITE, Patricia, BA,(NUI), Dip. App. Soc. Studies (DIT), M. Psych. Sc. in Health Psychology (NUI), Dip Stats (Dubl.)	01-12-2004	31-11-2005
Pure & Applied Mathematics	Research Associate	KAMLEH, Waseem Rolf, B.Sc. B.Sc. Ph.D.(Adel.)	01-12-2004	31-11-2007
Pure & Applied Mathematics	Part-time Lecturer	MC NAMARA, Cronan, B.Sc.(NUI), M.Sc.(Dubl.)	01-10-2004	30-09-2005
Pure & Applied Mathematics	Part-time Lecturer	BRADLEY, Kevin Geoffrey Thomas, B.A., M.Sc. Ph.D.(Dubl.)	01-10-2004	30-09-2005
Trinity College Institute of Neuroscience	Senior Research Physicist	FAGAN, Andrew, BA, MSc (Dubl.)	01-04-2005	Indefinite Duration
Trinity College Institute for Neuroscience	Lead Research Physicist	KERSKENS, Christian, Diplom Physik (Cologne)	01-03-2005	Indefinite Duration