

Incorporating any amendments approved at subsequent Council meetings

The University of Dublin

Trinity College

A meeting of the University Council was held on Thursday 14 June 2007 at 9 am in the Board Room.

Present Provost, Vice-Provost, Senior Lecturer, Registrar, Dean of Arts and Humanities, Mr D L Parris, Dean of Engineering and Systems Sciences, Dr H Gibbons, Dean of Health Sciences, Dr V A Campbell, Dr J P Gormley, Dr M E G Lyons, Dr M J F Brown, Dr M L Brennan, Ms F M Haffey, Mr P Laird, Mr C Reilly, Professor N M Claffey.

Apologies Senior Tutor, Dean of Graduate Studies, Dr G Biehler, Dr P Coleman, Dr M Stuart, Dean of Science, Dean of Social and Human Sciences, Dr B M Lucey, Dr M H Adams, Dr A O'Gara, Mr R Kearns, Ms H Allen.

In attendance Librarian, Secretary, Acting Academic Secretary.

SECTION A

CL/06-07/203 Restructuring – Phase 2 A memorandum from the Senior Lecturer dated 13th June 2007 was circulated together with a draft proposal dated 13th June 2007 on Central Management and Administrative and Support Services Reform, a draft minute from the meeting of Council on the 6th June 2007 on restructuring, and Estimated Costs dated 26th May 2007 for the Faculty Deans, Faculty Support Staff, the Chief Academic Officer and the Chief Operating Officer.

The Senior Lecturer introduced this item and made a presentation to Council on the central management and administrative and support services reform proposal including the estimated costs. He noted that the earlier proposals on central management, the appointment of a Chief Academic Officer (CAO) and the appointment of a Chief Operating Officer (COO) have been combined into one document and have been substantially revised as part of the consultation process and on the advice of College solicitors on the statutory implications of some of the earlier recommendations. Having made the presentation, the Senior Lecturer concluded by inviting Council to consider and make a recommendation on the proposal to institute a central management structure that provides for effective decision making, the coordination of academic policy, and the implementation of administrative and support services that are client focused and responsive to the needs of the academic community. He noted that four key actions were necessary to establish this central management structure, and these were:

- (i) to clarify the role of the Senior Lecturer as the Chief Academic Officer;
- (ii) to appoint a Chief Operating Officer;
- (iii) to establish an Academic Management Group; and
- (iv) to establish a Senior Administrative Management Group.

Council, in discussing the proposal on central management and administrative and support services reform, observed that the issues raised at its meeting of the 6th June

2007 on the suite of proposals relating to the appointment of a Chief Academic Officer, a Chief Operating Officer, and the central management structures were satisfactorily addressed. There was some discussion about the method of appointment and the term of office of the Chief Academic Officer. The Provost clarified that in practice annual officers are normally appointed for three years, and the Board is requested to approve the continuation of their office on an annual basis. It was confirmed that the Chief Academic Officer would normally be appointed for a period of five years and that this was necessary to ensure continuity, stability and influence at a sectoral and governmental level. Council considered in detail the relationship between the existing office of Vice-Provost and the proposed Chief Academic Officer, and it was concluded that while the Statutes were ambiguous on the exact responsibilities of the Vice-Provost, the role of the Senior Lecturer as Chief Academic Officer was consistent with the Statutes and did not materially affect the statutory role of the Vice-Provost.

The position of a Chief Academic Officer was welcomed, and it was commented that the proposal simply reinstates the academic overview position of the Senior Lecturer in older times. There was some discussion about the title and it was recommended that this title should be used as a working title only until a review of the role of annual officers takes place and the implications of any recommended change on the Statutes are known and addressed. The Senior Lecturer noted that it would appear from the consultation to date that the preferred title for this position is 'Vice-Provost for Academic Affairs'. The Provost commented that the title of this new position is very important and it must carry weight internally and externally and should send a clear signal to funding agencies that this position will reinforce Trinity College's research and strategic objectives.

There was some concern that the appointment of a Chief Operating Officer might undermine the primacy of academic input into the management of College. In response to a concern about the proposed composition of the Executive Officer Group, it was pointed out that the composition represented a balance in favour of academic staff. It was suggested that the tensions between academic and administrative areas of College might be addressed if there were more academic staff on the proposed senior administrative management group. The Senior Lecturer clarified that the main difference between the two management groups is that the proposed academic management group would be concerned with developing academic policy and strategy, while the proposed senior administrative management group would coordinate the administrative and support services to assist the implementation of Board agreed policy. Council further discussed the proposed academic and senior administrative management groups and endorsed their importance in the new structures. The Librarian noted his satisfaction with the revised proposal and especially the recommendation that the Librarian be a member of both management groups. He also informed Council that senior administrative and support services staff members were supportive of the proposed changes, and noted the need for a review process that assessed the changes implemented in respect of policy development and budgets. It was suggested that administrative and support services should be 'client driven' and there was some discussion about the quality of existing services.

Council discussed the proposed costs for the Chief Academic Officer, the Chief Operating Officer, the Deans, and the Faculty Office support staff. In response to specific questions on costs, the Senior Lecturer clarified that it would be necessary to make minor adjustments to the estimated costs document to reflect the revised central management structures. The Secretary confirmed that if College intended to incur a debt, it would be required to inform the Higher Education Authority and produce a plan to manage the debt over a fixed period of time. The Secretary confirmed that the proposed allowances for Deans and the Chief Academic Officer would need the agreement of the HEA and that the Staff Secretary would negotiate this with the HEA.

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He also confirmed that the allowances would be index linked but would not be pensionable.

The Senior Lecturer confirmed that there were no definitive plans to devolve the promotions process, but that this would be considered in detail during Michaelmas Term and proposals would be subsequently brought to Council and Board for consideration and approval. Council was informed that a quality review of the tutorial process was in train for November 2007, and it was suggested that any review of the role of the Senior Tutor should take into consideration the outcome of this review.

One member of Council expressed the view that College's restructuring was driven by the Strategic Innovation Fund (SIF) monies, and that the consultative process to-date was minimal. On this basis, it was suggested that Council should defer making a decision on the appointment of the Chief Operating Officer and on any further restructuring. Other members of Council countered this argument on the grounds that the consultative process was extremely comprehensive and inclusive. It was further commented that College staff have been afforded the opportunity to participate in the process over a year long period, and that there is a consensus emerging that College should make decisions and begin the process of implementation. The Senior Lecturer confirmed that he was always available to discuss the proposals either on an individual basis or at committee level. He also confirmed that the International Panel assessing SIF applications did not necessarily see restructuring as innovative but as something higher education institutions should be doing as a matter of course. Trinity and other Irish universities have put a compelling argument to the HEA for funding for restructuring and it is expected that the SIF II will consider applications in this regard.

It was confirmed that Council was not being asked to consider changes to the role of the Bursar or other annual officers, but to clarify the role of the Senior Lecturer as Chief Academic Officer.

Having discussed the proposal on central management and administrative and support services reform, Council approved the proposal and recommended it to Board and the four key actions necessary to establish it:

- (i) to clarify the role of the Senior Lecturer as the Chief Academic Officer;
- (ii) to appoint a Chief Operating Officer;
- (iii) to establish an Academic Management Group; and
- (iv) to establish a Senior Administrative Management Group.

CL/06-07/204 Election of Heads of Discipline A memorandum from the Senior Lecturer dated 13th June 2007 was tabled. The Senior Lecturer drew Council's attention to the regulation in respect of the electorate for the election of heads of disciplines in a School and noted that this regulation may not comply with existing employment legislation. The regulation states in respect of the electorate that *'For the purpose of election to Head of Discipline, the electorate shall be all full-time members of the academic staff in the discipline on contracts of more than one year in duration, including staff on contracts of indefinite duration'*. The Senior Lecturer explained that under the Protection of Employees (Part-Time Work) Act, 2001, a part-time employee cannot be treated in a manner less favourable than a full-time employee in relation to conditions of employment, unless there are objective grounds for the less favourable treatment (which must be based on considerations other than the status of the employee as part-time). He drew Council's attention to the definition of a part-time employee under the Act. In light of the provisions under the Act, the Senior Lecturer proposed to Council that College's regulation in respect of the electorate for the election of a head of discipline be amended to include part-time academic staff on contracts of more than one year in duration, including staff on contracts of indefinite duration, with immediate effect. He

highlighted the importance of distinguishing between those part-time staff who are casual, sessional, and/or whose primary employer is not Trinity College.

Council discussed the proposal and some concern was expressed about the possible implications for College in implementing a regulation to include part-time employees in the electorate for the election of academic appointments. Council recommended that legal advice be sought and brought to the next meeting of Council for consideration.

CL/06-07/205 Senior Promotions Committee – Associate Professorship and Clinical Professorship Recommendations 2007 The Council, on the recommendation of the Senior Promotions Committee, recommended the following to Board for promotions, with effect from 1 October 2007:

- (i) **Associate Professorship**
 - Dr J Barkhoff (Germanic Studies)
 - Dr V A Campbell (Physiology)
 - Dr J Coleman (Physics)
 - Dr P Crowley (Obstetrics and Gynaecology)
 - Dr M R Gale (Classics)
 - Dr H Garavan (Psychology)
 - Dr I Gun'ko (Chemistry)
 - Dr A Irvine (Clinical Medicine)
 - Dr A Kokaram (Electronic and Electrical Engineering)
 - Dr B M Lucey (Business)
 - Dr M Meegan (Pharmacy)
 - Dr O Sheils (Histopathology)
- (ii) **Clinical Professorship**
 - Dr S Daly (Clinical Medicine)

Members of Council on the above list withdrew for this business.

SECTION B

No business under this heading.

SECTION C

CL/06-07/206 TCD/USIT Summer School - 22 June – 9 August 2007 – Acting Director The Council noted the appointment of Dr D Keogh (St Patrick's College, Drumcondra) as Acting Director of the TCD/USIT Summer School, 2007.

CL/06-07/207 Senior Promotions – Appeals Committee The Council noted and approved the appointment of Professor J H Ohlmeyer as a member of the Senior Promotions Appeals Committee (representative of Council).

CL/06-07/208 Nominating Committees The Council approved the membership of the following committees:

- (i) **School of Histories and Humanities – Lecturer in Medieval Irish and European History (9 or 12 month contract)**
 - Dean of Arts and Humanities
 - Professor J H Ohlmeyer
 - Dr M K Simms
 - Professor D G Bradley

- (ii) **School of Mathematics – Lecturers (4) (1 year contract)**
Dean of Science
Professor S Shatashvili
Dr D P O’Donovan
Dr M O’Regan
- (iii) **School of Medicine – Lecturer/Registrar in Clinical Medicine (St James's Hospital) (1 year contract)**
Pro-Dean of Health Sciences (Professor D P A Kelleher)
Professor F Mulcahy
Dr R K Porter
- (iv) **School of Social and Human Sciences – Lecturer in Sociology (9 month post)**
Pro-Dean of Social and Human Sciences (Professor A H Matthews)
Ms H Tovey
Dr P Muhlau
Dr J E Killen
- (v) **School of Social and Human Sciences – Lecturer in Sociology (1 year contract)**
Pro-Dean of Social and Human Sciences (Professor A H Matthews)
Ms H Tovey
Dr P Muhlau
Dr J E Killen

Signed

Date