



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Incorporating any amendments made at subsequent Board/Council meetings

Trinity College Dublin The University of Dublin

A joint meeting of the Board and University Council was held on Wednesday 19 June 2019 at 11.00 am in the Trinity Business School building.

Present Provost, Vice-Provost/Chief Academic Officer, Registrar, Senior Lecturer/Dean of Undergraduate Studies, Dean of Graduate Studies, Senior Tutor, Dean of Arts, Humanities and Social Sciences, Dean of Engineering, Mathematics and Science, Dean of Research, Dean of Students, Vice-President for Global Relations, Professor D Ahern, Professor S. Alyn-Stacey, Professor A.M. Brady, Professor L Brennan, Professor A Burke, Ms. S. Cameron-Coen, Mr. R. Carey, Professor M. Clarke, Ms. A. Connolly, Professor M. Corry, Ms J Donoghue, Secretary to the Scholars (Ms S. Donnelly), Mr. G. Falia, Ms S Farrell, Mr D Fayne, Mr D Grouse, Professor C. Kelly, Mr J Keogh, Dr S. Kerr, Professor A. Long, Ms. S.A. McCarthy, Professor K McTiernan, Professor D. Murchan, Professor S. Murphy, Ms. F. Ní Ghrálaigh, Professor E O'Halpin, Professor E. O Nualláin, Professor F Sheerin, Professor D. Shepherd.

Apologies

From Board

Professor R Moss, Professor B O'Connell, Professor D R Phelan.

From Council

Academic Secretary (Ms Patricia Callaghan), Professor C. Gardiner, Ms. N. Hussaini, Professor R.A. Kenny, Dean of the Faculty of Health Sciences (Professor O Shiels), Professor P. Wyse Jackson, Director of Student Services (Ms B Walls).

In attendance

Assistant Academic Secretary (Ms L Darbey), Assistant Secretary (Ms V Butler), Ms Sorcha De Brunner.

Observers

None

(ex officio)

Secretary to the College (Mr J Coman), Interim Treasurer/Chief Financial Officer (Mr P Reynolds), Librarian (Ms H Shenton).

By invitation

Chief Operating Officer (Ms G Ruane), Vice-President for Global Relations (Professor J Hussey),

See also minute BD/18-19/279 and CL/18-19/241 below.

BD/18-19/278

CL/18-19/240

Statutory Declaration

At the invitation of the Provost, the new member of Council, Professor Gail McElroy, made the Statutory Declaration as required by the 2010 Consolidated Statutes.

BD/18-19/279

CL/18-19/241 Approval of Attendance of members of Strategic Plan Steering Group

Members of Council and Board approved that the following members of the Strategic Plan Steering Group be invited to attend the meeting:

- Ms Kate Bond, Director of Advancement, Trinity Development and Alumni
- Ms Julia Carmichael, Chief Risk Officer
- Ms Shumane Cleary, Planning and Finance Partner, Academic Services Division
- Mr Leonard Hobbs, Director of Trinity Research and Innovation
- Mr Tom Molloy, Director of Public Affairs and Communications
- Dr Diarmuid O'Brien, Chief Innovation and Enterprise Officer
- Ms Antoinette Quinn, Director of Human Resources.

The Provost welcomed the members of the Steering Group and invited each member to introduce themselves.

BD/18-19/280

CL/18-19/242 Strategic Plan 2019-2024: Community and Connection – Introduction

The Provost introduced this item with reference to a memorandum he prepared with the Interim Chief Financial Officer, dated 19 June 2019. He advised the meeting that over the last four months the Vice-Provost/Chief Academic Officer has led an extensive piece of work in developing the draft strategic plan and a cross functional team comprising academic and executive leaders across the University has contributed extensively to bringing the plan to this stage. The Provost informed the meeting that the next stage of the strategic planning process will be to prepare a 5-year financial plan which will form part of the strategic plan and enable its successful implementation.

The Interim Chief Financial Officer advised the meeting that the team in the Financial Services Division (FSD) have commenced preparing the detailed financial model to underpin the new Strategic Plan which will be brought to the Board for consideration in the coming academic year.

Action/Decision

001.01 Members of Council and Board considered and approved the memorandum from the Provost and the Interim Chief Financial officer, dated 19 June 2019.

001.02 An updated draft of the strategic plan, along with the 5-year financial plan will be presented to the Board in September with a view to finalising the new strategic plan in October.

BD/18-19/281

CL/18-19/243 Mission, Vision, Values

The Vice-Provost/Chief Academic Officer presented this item. He invited members' attention to his presentation and, in particular, the four elements of the mission as contained in the plan: Civic Action, Organisation, Research and Education and the Vision and Values as set out in the Plan.

Several members commended the Vice-Provost on his work on the plan welcoming the inclusion of community and civic actions references.

During the discussion on this item the following comments were noted:

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- The importance of reflecting a call to action for students and staff in the various elements of the plan;
- Agreement that the plan should be aspirational and forward looking;
- The need for a solid organisational structure to be in place which will support and facilitate the projected growth and expansion.

BD/18-19/282

CL/18-19/244 Cross-Cutting Goals

Goal 1 We will foster an ever more diverse student community

The Vice-Provost/Chief Academic Officer, in addressing Goal 1, advised that Trinity intends to grow in a resourced, developed and sustainable way. He presented a number of the strategic objectives that are expected to lead to a more diverse student community. These objectives include, pursuing strategies to ensure that 36% of students will come from outside of Ireland by 2020, increasing to 90 the number of students entering through Further Education routes, the development and implementation of an Online Education Strategy and enacting policies and procedures enabling flexible programme delivery in the areas of Continuing Professional Development (CPD) and microcredentialing. The Vice-Provost/Chief Academic Officer highlighted that to achieve these strategic objectives, Trinity will need to develop its support structures and increase accommodation provision.

The Provost thanked the Vice-Provost/Chief Academic Officer and invited questions and comments.

The Goal to create a more diverse student community was welcomed by members. Points raised referred to the need to be mindful of the planned amalgamations of Higher Education Institutions (HEIs) in the next five years, the absence of research and the role of academics in research as a strategic objective to address this goal, and the need to recognise that Ireland has a diverse population and the need for Trinity to target more students from outside Leinster. In responding to the points raised, the Vice-Provost/Chief Academic Officer advised that there are no amalgamations planned in the next five years and that Marino Institute of Education (MIE) and the Royal Irish Academic of Music (RIAM) will remain as distinct HEIs; research is addressed through Goal 4, and that a strategic objective to increase the socio-economic and geographical diversity of Irish students is included under this goal. He emphasised that there is a need for Trinity to develop and embed structures and supports for a diverse student community throughout the College in order to respond to students' needs. The Plan will enable Trinity to do this.

Goal 2 We will support a transformative student experience

The President of the Students' Union introduced Goal 2 by acknowledging that Trinity recognises students as partners through the Student Partnership Agreement. He highlighted that there is a need for Trinity to grow its space and range of services to cater for a growth in the student population. A challenge to growing a diverse student population is the provision of affordable accommodation. The President of the Students' Union stated that Trinity has a number of unique features to offer students, such as the tutorial system. He advised that Strategic Objectives have been developed to respond to growth in the student population, including, growing the capacity of student services, augmenting the accommodation advisory service, reducing the student: staff ratio

and committing 1% of turnover to deferred maintenance. The Provost thanked the President of the Students' Union for his presentation and invited comments and questions.

A member welcomed the provision of 350 new affordable student accommodation spaces by 2024 as a strategic objective and the opening of Printing House Square in early 2020. He raised the need to establish the level of accommodation provided by Universities in the League of European Research Universities (LERU) and noted that the University of Edinburgh in Scotland automatically offers accommodation to most first year students living outside Edinburgh. He highlighted that there is a need to benchmark Trinity against the practices of other Universities. The President of the Students' Union agreed that affordable accommodation is a challenge and not all students will be able to access accommodation in the next five years. The Dean of Students advised that he agreed with the points made on accommodation and stated that it is important to recognise Trinity's role in providing support to students in sourcing accommodation rather than providing it directly.

The strategic objective to reduce the student-staff ratio to 16:1 by 2024 was referred to by a member. It was reported that most UK Universities have a ratio of 14:1 while Universities in the Russell Group have a ratio of 12:1. The member acknowledged the financial constraints and disparity across disciplines in reducing the student staff ratio, but stated that Trinity needs to be more ambitious with its target. The Vice-Provost/Chief Academic Officer advised that some financial modelling has been undertaken and that there are plans over the summer to examine ways in which reducing the student staff ratio can be financed. The Chief Financial Officer stated that revenue will need to be generated to meet the objective or for revenue to be taken from elsewhere.

There was a discussion on the nature of the transformative student experience and the need for the transformative element to be more evident. The Dean of Students highlighted the role of students in their own transformation and the need for this to be captured. The inclusion of a statement on the transformative student experience with a distinction being made for undergraduate and postgraduate students was suggested by the Dean of Graduate Students.

The Dean of Research suggested that reference be made to research, the capstone project, and the role of students in driving their own research agenda through publications.

Action/Decision:

002.01 It was agreed to include a sentence under Goal 2 emphasising the importance of research with particular reference to the Capstone Project, and the role of students in driving their own research agenda through publications.

002.02 It was agreed to highlight the nature of the transformative student experience and to make this more evident.

002.03 The Vice-Provost/Chief Academic Officer to examine over the summer ways in which reducing the student staff ratio can be achieved and resources required to do this.

Goal 3 We will enhance our role as a leading 4th level university

The Dean of Graduate Studies presented Goal 3. He advised that this Goal is critical, as postgraduate student numbers are increasing and are projected to represent one-third of the student population by 2024. He highlighted the need for reform of postgraduate education in Trinity, and for Trinity to be Ireland's leading graduate school. The Dean of Graduate Studies identified strategic objectives relating to consolidating links with Industry through the Industry Advisory Board, the provision of a

new research space and partnership with industry through Trinity@Grand Canal Quay, part of the Grand Canal Innovation District, and through increasing industry funding to more than €8 million per year by 2024. He highlighted the importance of postdoctoral researchers and the need for Trinity to integrate them more fully into College life.

The Provost thanked the Dean of Graduate Studies and invited questions.

The Senior Lecturer/Dean of Undergraduate Studies stated that he agreed with all the points raised, and that he especially welcomed the strategic objective on bringing the undergraduate experience closer to the research postgraduate experience through the mainstreaming of Capstone Projects by 2020.

A member agreed expressed his satisfaction that the importance of postdoctoral researchers is acknowledged through the inclusion of a strategic objective relating to integrating them more fully into College life. The member welcomed the systemic renewal of postgraduate education, as currently there can be a risk of overlap and duplication.

It was suggested by a member that strategic objective 5 relating to the creation of a Research Collections Study Centre in the library include reference to civic action and entrepreneurship, and that strategic objective 9 relating to the Grand Canal Innovation District make reference to community outreach.

Action:

003.01 A reference to civic action and entrepreneurship to be made in strategic objective 5, and a reference to community outreach to be included in strategic objective 9.

Goal 4 We will put research at the heart of the university

The Dean of Research in introducing the Goal stated that research shapes teaching and Trinity's engagement with society, and is at the heart of the University. She highlighted that Trinity's Living Research Excellence Strategy (2019) has at its core, the principle to Stand up for Research. She advised that Trinity will Stand up for Research by developing a campaign for more individual research funding, more funding for investigator-led research, and in engaging industry at the basic research level. The Dean of Research highlighted strategic objectives on creating a new Research Collections Study Centre in the Library, putting in place collaborative research programmes and infrastructure to build engagement and consolidate links with clinical partners, and on leading on Open Scholarship and promoting Open Access publication.

Members welcomed the Goal and its strategic objectives, and highlighted a number of areas for further development and refinement. A member noted that the Goal refers to a number of Trinity capital projects and omits others, and the rationale for this was queried. Concern was raised in relation to the absence of projects such as E3 and TBSI. The Dean of Research advised that Goal 4 and its associated strategic objectives drew from existing Trinity strategies. She suggested that a broad sentence capturing the range of new builds and capital projects be included rather than specifically naming individual projects, and to use a term such as 'clinical settings' to refer to new builds such as the new proposed Trinity/St. James's Cancer Institute.

The need to capture basic research under strategic objective 1 Stand up for Research was identified. The Librarian and College Archivist recommended that strategic objective 5 on developing the library make reference to all students and citizens rather than focusing solely on postgraduate research. The Dean of Research's attention was drawn to strategic objectives 6 (Exchequer Research funding), 7 (funding secured under the Horizon EU Framework) and 8 (ERC funding secured from the Horizon EU Framework programme) advising that there is a need to include a sentence on how the Trinity community can be supported to achieve the objectives. A member highlighted that Trinity needs to grow its research funding in a non-traditional way, and to promote equality of access for funding across college.

The need to reference the non-funding contributors to promoting research was raised. The member explained that the Research Excellence Strategy refers to the need for Schools to make time available for research, and highlighted that not all Schools have done this.

The Senior Lecturer/Dean of Undergraduate Studies highlighted the need to reference the output targets.

The Provost confirmed that based on the discussion, the Goal and its strategic objectives need to be developed further. He highlighted that the strategic objectives may not be ambitious enough, and stated that Trinity is in the top 50 Higher Education Institutions (HEIs) in Europe for ERC funding secured from the Horizon EU Framework Programme. The Provost agreed that there is a need to capture the range of new builds and projects across Trinity, and acknowledged that new builds such as E3 were missing.

Action/Decision:

004.1: The Dean of Research to develop the Goal and strategic objectives further taking into account the points raised in the discussion.

The Registrar retired from the meeting at 12.40pm due to an external work commitment.

Goal 5 We will practice next generation teaching and learning

The Senior Lecturer/Dean of Undergraduate Studies spoke to this goal by noting that significant changes had been introduced to systems and processes through the Trinity Education Project (TEP), without compromising on the depth and rigour of undergraduate education in Trinity. Further work is now required to consolidate and embed the innovations introduced through this project and to fully reap the resulting benefits.

The Senior Lecturer/Dean of Undergraduate Studies outlined and expanded on a number of the stated action points. In particular, he highlighted the importance of the development of supporting technologies and an e-learning strategy to facilitate new teaching and learning methods which, in turn, should open up time for research. He noted the opportunities presented by expanding the provision of continuing professional development and micro-credentialing, and confirmed that a business case would be developed to support this activity. Turning to the planned reduction in the student-staff ratio, from 18:1 to 16:1, he stressed that this will be crucially important in facilitating aspects of TEP, such as the implementation of the capstone project by increasing supervision capacity, whilst cautioning that it may not actually decrease class sizes.

The following comments and queries were made during the discussion of the item:

- Whilst the student-staff ratio is important, so too is student engagement.
- Consideration should be given to the most appropriate supports for students who experience difficulties in a specific academic area, for example, mathematics.
- The focus on new technologies is to be commended, however, the current infrastructure in the Arts Building needs to be enhanced.
- The action point related to recognising 'civically engaged teaching' should also commit to supporting this activity.
- Clarification was sought on what was meant by 'continuous pedagogical renewal'.

Responding to these comments and queries, the Senior Lecturer/Dean of Undergraduate Studies advised that the use of technology will be crucial in the flexible delivery of educational supports to students; an example of which could be the provision of online modules in mathematics for those who are having difficulties. Acknowledging the issues in the Arts Building, he agreed that these could present a real barrier to education which is why there is a commitment to implementing uniform standards in teaching spaces under this goal and as part of the Estates Strategy. On the question of 'continuous pedagogical renewal', he stated that this referred to supporting changes in pedagogical methods, where appropriate, to better help students to develop the skills they need.

Goal 6 We will enrich and expand our Global Network

The Vice-President for Global Relations introduced this goal. She highlighted the publication of the third Global Relations Strategy (GRS3), which launched earlier in 2019, and noted that its implementation will support a number of goals in the new Strategic Plan. Previous Global Relations Strategies focussed mainly on the growth of non-EU student numbers in Trinity, whereas, the GRS3 takes a more holistic approach by aiming to develop and deepen links within Europe and throughout the rest of the world. Key actions related to this aim include increasing student mobility and the development of new dual and joint degree programmes.

During the discussion that followed, the Dean of Students emphasised that the implications of student exchanges should be considered, particularly in relation to education models in Trinity and the provision of student supports. In response to a query from the Provost, the Director of Trinity Research and Innovation confirmed that the last action listed under this goal, that Trinity will 'Add at least one new industry collaborating company from a new country per year by 2022', was ambitious, not least because of the integral international dimension, but that concerted efforts would be made.

Goal 7 We will inhabit our space responsibly

The Bursar/Director of Strategic Innovation presented the seventh goal. She commented that it draws significantly on the University's Estates Strategy and highlights a number of major capital projects such as the development of the East End of campus, including the E3 Learning Foundry, the Trinity Technology and Enterprise Campus (TTEC) as part of the Grand Canal Innovation District, the new Law School and the Trinity St James's Cancer Institute. Through this goal, Trinity also commits to refurbishing the Rubrics, redevelop and conserve the Old Library and to the continual improvement, and more effective use, of teaching space. She advised that the Collections Resource Centre at Santry, which is jointly owned with the National Library of Ireland, is due to be built thus freeing Trinity Library space, however, a specific business case had not yet been developed.

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The following comments and queries were made in relation to the goal:

- the location for the new Collections Resource Centre was queried;
- it was suggested that commitments to sustainability and the environment could be better reflected in the goal;
- in relation to the Grand Canal Innovation District it was commented that an action could refer to Trinity inhabiting its space responsibly with its neighbours;
- thought should be given to enabling easier access to, and use of, the campus to Trinity's neighbours;
- in relation to supporting students and staff with special needs, the specific reference to autism alone was queried.

Goal 8 We will be 'One Trinity'

The Chief Operating Officer and the Director of Human Resources presented Goal 8. The Chief Operating Officer advised members that people are at the centre of all activity across the university and noted that eight of the goals have operational elements.

The Director of Human Resources advised that it is proposed to continue to develop and support staff members and that an investment in people will see improvements in all services provided by the University. She endorsed the proposal for continuous development of all staff and acknowledged the need to ensure respect in the workplace.

The inclusion of an objective to improve female representation in senior positions was welcomed and some members supported a focus on further supporting the postdoctoral researchers across the University. The broader meaning of equality, in that it is not solely referencing gender equality, was acknowledged. A member suggested including a reference to Mentorship under this goal and a revision of the wording used to ensure clarity is to be conducted. Support was also shown for the reference to all categories of staff having the opportunity to enrol in available modules across the College and for enhanced efforts to ensure decision making is transparent and agile.

Goal 9 We will commit ourselves to facing the challenge of achieving a sustainable and healthy planet

The Vice-Provost/Chief Academic Officer, on behalf of the Registrar, presented the 9th goal. He summarised the targets set out under this goal noting that it is proposed that Trinity will provide leadership in sustainability by implementing improvements in energy use and the reduction of waste especially single-use plastics. The Vice-Provost/Chief Academic Officer also invited members' attention to the opportunities that are represented by the UN Sustainable Development Goals.

Several members welcomed the inclusion of this goal in the Plan.

In response to a query from a Board member, while it was noted that to achieve an Athena SWAN silver award by 2024 will require significant efforts and commitment across the University, the Vice-Provost/Chief Academic Officer was of the view that it is achievable. Further consideration is to be given to how greater financial support for this initiative can be put in place.

The Vice-Provost/Chief Academic Officer concluded the presentation by noting that the drafting of the new Strategic Plan had been a collaborative effort and thanked the members of the Steering Committee and all those who had contributed to the process. It was noted that the next steps are to develop the detailed financial plan and to look at how best to implement the Plan across Faculties and Divisions.

Action/Decision

005.01 Throughout the discussion on the draft wording of the new strategic plan several proposed amendments were suggested and the Vice-Provost/Chief Academic Officer is to incorporate these in to the next draft of the plan as appropriate.

The Provost brought the meeting to a close at this point thanking all of those for who were finishing their term on Council and in particular the Vice-Provost/Chief Academic Officer and the Dean of the Faculty of Engineering, Mathematics and Science.

Signed: _____

Date: _____