Report for the HEA on Gender Equality Aspects in the 2021 Provost/President Appointment Process
Trinity College Dublin, The University of Dublin

1 Appointment

Professor Linda Doyle was appointed as the next Provost at the Board meeting of the 21 April 2021. She will take over as Provost of Trinity on the 1 August 2021. She is the first woman to be appointed to the post in the Trinity’s 429-year history.

Professor Doyle has held the role of Dean of Research at Trinity and was the founder Director of CONNECT, the Science Foundation Ireland national research centre for Future Networks and Communications. Her expertise is in the fields of wireless communications, cognitive radio, reconfigurable networks, spectrum management and creative arts practices. Professor Doyle has been Chair of the Douglas Hyde Gallery and is Chair of the Ofcom Spectrum Advisory Board in the UK. Originally from Cork, Professor Doyle initially studied electrical engineering at UCC, before completing a Masters and Ph.D. in Trinity.

1.2. Media Coverage
As detailed below the election of Professor Doyle generated a considerable amount of very favourable media coverage.

Trinity College Dublin names Prof Linda Doyle as first female Provost

RTÉ.ie - April 10, 2021

2 Process Overview

The process which Trinity uses is set down in the Statutes\textsuperscript{1}. It involves an advertisement phase, followed by an interview to determine which candidates are invited to proceed to a

\textsuperscript{1} See 6.2 for the text of the relevant statute.
nomination and election phase. Following the election, the choice of the electorate is forwarded to Board which duly appoints the chosen person to be the next Provost.

The electorate are primarily full-time members of academic staff but also includes student representatives sitting on the College Board and University Council and the members of Board who are external to TCD.

2.1 Committee Structure

A number of committees as specified in the Statutes, and populated mainly by members of Board, were set-up. The membership is shown in Table 1, Table 2, Table 3 and Table 4.

<table>
<thead>
<tr>
<th>Steering Committee</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registrar</td>
<td>Brendan Tangney (STEM)</td>
</tr>
<tr>
<td>Secretary to the College</td>
<td>John Coman</td>
</tr>
<tr>
<td>Board Fellow</td>
<td>Louis Brennan (AHSS)</td>
</tr>
<tr>
<td>Board Academic Staff Non-Fellow</td>
<td>Kathleen McTiernan (AHSS)</td>
</tr>
<tr>
<td>Staff Non Academic</td>
<td>Kevin Byrne</td>
</tr>
</tbody>
</table>

Table 1: Membership of the Steering Committee

<table>
<thead>
<tr>
<th>Recommendation Committee</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair of Fellows</td>
<td>Cliona O' Farrelly (HS)</td>
</tr>
<tr>
<td>Board Fellow</td>
<td>Diarmuid Rossa Phelan (AHSS)</td>
</tr>
<tr>
<td>Board Non-Fellow</td>
<td>David Grouse</td>
</tr>
</tbody>
</table>

Table 2: Membership of the Recommendation Committee

<table>
<thead>
<tr>
<th>Interview Committee</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Fellow Chair</td>
<td>Rose Anne Kenny (HS)</td>
</tr>
<tr>
<td>Board Fellow 2</td>
<td>Khurshid Ahmad (STEM)</td>
</tr>
<tr>
<td>Board Fellow 3</td>
<td>Caitriona Leahy (AHSS)</td>
</tr>
<tr>
<td>Board Non Fellow</td>
<td>Eoin Hand (SU)</td>
</tr>
<tr>
<td>Board Non-Employee/Student</td>
<td>Andrea Nolan</td>
</tr>
</tbody>
</table>

Table 3: Membership of the Interview Committee

<table>
<thead>
<tr>
<th>Appeals Committee</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Fellow (chair)</td>
<td>Ross McManus (HS)</td>
</tr>
<tr>
<td>Board Academic Non-Fellow</td>
<td>Aidan Seery (AHSS)</td>
</tr>
<tr>
<td>Board Staff Non Academic</td>
<td>Rachel Mathews-Mckay</td>
</tr>
<tr>
<td>Board Fellow (alternate)</td>
<td>Fintan Sheerin</td>
</tr>
</tbody>
</table>

Table 4: Membership of the Appeals Committee

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2 See 6.1 for members of Board by constituency and gender
3 Advises on the composition of the Interview Committee
2.2  Timeline

The timeline for the process is shown in Table.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place advertisement and publish Provost Appointment website</td>
<td>22 October 2020</td>
</tr>
<tr>
<td>Closing date for applications</td>
<td>12 noon on 4 December 2020</td>
</tr>
<tr>
<td>Publish draft electoral register</td>
<td>7 December 2020</td>
</tr>
<tr>
<td>Closing date for appeals in relation to the draft electoral register</td>
<td>8 January 2021</td>
</tr>
<tr>
<td>Meeting of Appeals Committee to consider appeals against the draft electoral register</td>
<td>11/12 January 2021</td>
</tr>
<tr>
<td>Publication of final electoral register by Steering Committee</td>
<td>14 January 2021</td>
</tr>
<tr>
<td>Interviews In person or on-line</td>
<td>14 December 2020 – 13 January 2021</td>
</tr>
<tr>
<td>Nomination form dispatched to those applicants identified by the Interview Committee as being eligible to proceed for nomination</td>
<td>14 January 2021</td>
</tr>
<tr>
<td>Deadline for receipt of nominations</td>
<td>12 noon on 5 February 2021 followed by a one-hour ‘cooling’ period</td>
</tr>
<tr>
<td>Publication of nominees</td>
<td>5 February 2021</td>
</tr>
<tr>
<td>Campaign period</td>
<td>5 February to 7 April 2021</td>
</tr>
<tr>
<td>Election</td>
<td>10 April 2021</td>
</tr>
<tr>
<td>Board meeting to appoint Provost</td>
<td>21 April 2021</td>
</tr>
</tbody>
</table>

*Table 5: Timeline for the appointment process*
3 Advertisement and Search

The post was advertised on the College’s website, on social media and in a number of leading media outlets as follows:

1. Trinity CORE portal (digital)
2. Public jobs.ie (digital)
3. jobs.ac.uk (digital)
4. universityvacancies.com (digital)
5. Irish Examiner (newspaper, print)
6. Times Higher UK (digital)
7. Irish Times (print)
8. Sunday Times (print)
9. Chronicle of Higher Education (US)
10. Unijobs.com.au (Australia and New Zealand)
11. Academicjobseu.com (EU)

The advertisement for the position stated that candidates must possess the following.

“It is a requirement of the Trinity College Dublin Statutes that candidates for the Provostship shall possess:

1. significant academic standing;
2. evidence of capacity for management and administration such as is required in an educational or equivalent institution;
3. evidence of leadership skills and the ability to represent the College externally.

The Provost will take the lead role in implementing the University’s Strategic Plan, fundraising for the University and advancing gender equality.”

A website was created which was published all information about the process. [https://www.tcd.ie/provost-appointment/](https://www.tcd.ie/provost-appointment/)

A recruitment company (Perrett Laver) was hired to assist in the process. They contacted 104 individuals (31% female; 69% male) throughout the course of the search, including both potential candidates as well as sources of recommendations. Although a small number of individuals considered the position, no individual approached decided to put forward an application.

Applicants who submitted valid applications on time and containing all the required documentation were forwarded to the Interview Committee.

16 applications were received. Table 6 below shows details of applicants by gender and country. Some applications were incomplete or late and so 6 were forwarded to the Interview Committee.
<table>
<thead>
<tr>
<th>#</th>
<th>Gender</th>
<th>Country</th>
<th>Trinity Staff Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Male</td>
<td>Vietnam</td>
<td>N</td>
</tr>
<tr>
<td>2</td>
<td>Male</td>
<td>Riyadh, Saudi Arabia</td>
<td>N</td>
</tr>
<tr>
<td>3</td>
<td>Male</td>
<td>Bangladesh, South Asia</td>
<td>N</td>
</tr>
<tr>
<td>4</td>
<td>Male</td>
<td>Columbia</td>
<td>N</td>
</tr>
<tr>
<td>5</td>
<td>Male</td>
<td>India</td>
<td>N</td>
</tr>
<tr>
<td>6</td>
<td>Male</td>
<td>Canada</td>
<td>N</td>
</tr>
<tr>
<td>7</td>
<td>Male</td>
<td>India</td>
<td>N</td>
</tr>
<tr>
<td>8</td>
<td>Male</td>
<td>Pakistan</td>
<td>N</td>
</tr>
<tr>
<td>9</td>
<td>Male</td>
<td>India</td>
<td>N</td>
</tr>
<tr>
<td>10</td>
<td>Female</td>
<td>Ireland</td>
<td>Y</td>
</tr>
<tr>
<td>11</td>
<td>Female</td>
<td>Ireland</td>
<td>Y</td>
</tr>
<tr>
<td>12</td>
<td>Female</td>
<td>Ireland</td>
<td>N</td>
</tr>
<tr>
<td>13</td>
<td>Female</td>
<td>Ireland</td>
<td>Y</td>
</tr>
<tr>
<td>14</td>
<td>Female</td>
<td>Ireland</td>
<td>Y</td>
</tr>
<tr>
<td>15</td>
<td>Female</td>
<td>England</td>
<td>N</td>
</tr>
<tr>
<td>16</td>
<td>Male</td>
<td>Canada</td>
<td>N</td>
</tr>
</tbody>
</table>

Table 6: Applications by gender and country

4 Interview Stage

The role of the Interview Committee was to determine if the applicants met the criteria for being invited to seek (12) nominations from the electorate to enable their name to appear on the ballot. Three applicants, all female, met the necessary criteria and went forward for election.

<table>
<thead>
<tr>
<th>#</th>
<th>Gender</th>
<th>Successful (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Female</td>
<td>N</td>
</tr>
<tr>
<td>2</td>
<td>Female</td>
<td>Y</td>
</tr>
<tr>
<td>3</td>
<td>Male</td>
<td>N</td>
</tr>
<tr>
<td>4</td>
<td>Female</td>
<td>Y</td>
</tr>
<tr>
<td>5</td>
<td>Female</td>
<td>N</td>
</tr>
<tr>
<td>6</td>
<td>Female</td>
<td>Y</td>
</tr>
</tbody>
</table>

Table 7: Interviewees by gender
5 The Election

A formal election campaign ran from the 5 February to the 7 April 2021. The schedule and recordings of the main events were published on the Provost Appointment Website\textsuperscript{4}.

Voting took place on Saturday 10 April 2021. Because of the Pandemic voting took place electronically and was observed by the electorate through a Zoom webinar.

There were 867 people in the electorate of which 43% were female. This is reflective of 45% female in the full-time academic staff.

\textsuperscript{4} Videos of events are currently restricted to those with a TCD username and password but public links can be provided.
6 Appendices
## Trinity Board Membership 2020/21

<table>
<thead>
<tr>
<th>Name</th>
<th>School/Area</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ex Officio</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prof Patrick Prendergast</td>
<td>Engineering</td>
<td>M</td>
</tr>
<tr>
<td>Prof Jürgen Barkhoff</td>
<td>Languages, Literatures and Cultural Studies (German)</td>
<td>M</td>
</tr>
<tr>
<td>Prof Kevin Mitchell</td>
<td>Genetics and Microbiology (Genetics)</td>
<td>M</td>
</tr>
<tr>
<td>Prof Brendan Tangney</td>
<td>Computer Science &amp; Statistics</td>
<td>M</td>
</tr>
<tr>
<td>Prof Veronica Campbell</td>
<td>Medicine (Physiology)</td>
<td>F</td>
</tr>
<tr>
<td><strong>Elected</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prof Khurshid Ahmad</td>
<td>Computer Science &amp; Statistics / TCIN</td>
<td>M</td>
</tr>
<tr>
<td>Prof Louis Brennan</td>
<td>Business</td>
<td>M</td>
</tr>
<tr>
<td>Prof Andrew Burke</td>
<td>Business</td>
<td>M</td>
</tr>
<tr>
<td>Mr Kevin Byrne</td>
<td>Estates &amp; Facilities</td>
<td>M</td>
</tr>
<tr>
<td>Prof Daniel Faas</td>
<td>Sociology</td>
<td>M</td>
</tr>
<tr>
<td>Mr David Grouse</td>
<td>Physics</td>
<td>M</td>
</tr>
<tr>
<td>Mr Eoin Hand</td>
<td>SU President</td>
<td>M</td>
</tr>
<tr>
<td>Prof Rose Anne Kenny</td>
<td>Medicine (Medical Gerontology)</td>
<td>F</td>
</tr>
<tr>
<td>Ms Leah Keogh</td>
<td>SU Welfare Officer</td>
<td>F</td>
</tr>
<tr>
<td>Prof Caltriona Leahy</td>
<td>Languages, Literatures and Cultural Studies (German) (temporary substitute for Prof Sarah Alyn Stacey)</td>
<td>F</td>
</tr>
<tr>
<td>Ms Rachel Mathews-McKay</td>
<td>Library</td>
<td>F</td>
</tr>
<tr>
<td>Prof Ross McManus</td>
<td>Medicine (Clinical Medicine)</td>
<td>M</td>
</tr>
<tr>
<td>Prof Kathleen McTiernan</td>
<td>Linguistic, Speech and Communication Sciences</td>
<td>F</td>
</tr>
<tr>
<td>Ms Megan O’Connor</td>
<td>SU Education Officer</td>
<td>F</td>
</tr>
<tr>
<td>Prof Lorna Roe</td>
<td>Medicine (Public Health &amp; Primary Care) / TCIN</td>
<td>F</td>
</tr>
<tr>
<td>Prof Diarmuid Rossa Phelan</td>
<td>Law</td>
<td>M</td>
</tr>
<tr>
<td>Ms Gisèle Scanlon</td>
<td>GSU President</td>
<td>F</td>
</tr>
<tr>
<td>Prof Aidan Seery</td>
<td>Education</td>
<td>M</td>
</tr>
<tr>
<td>Prof Fintan Sheerin</td>
<td>Nursing and Midwifery (Intellectual Disability Nursing)</td>
<td>M</td>
</tr>
<tr>
<td>Prof John Walsh</td>
<td>Education</td>
<td>M</td>
</tr>
<tr>
<td><strong>Appointed</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms Jill Donoghue</td>
<td>External Member</td>
<td>F</td>
</tr>
<tr>
<td>Prof Andrea Nolan</td>
<td>External Member</td>
<td>F</td>
</tr>
<tr>
<td><strong>In attendance – Ex Officio</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr John Coman</td>
<td>Secretary’s Office</td>
<td>M</td>
</tr>
<tr>
<td>Mr Peter Reynolds</td>
<td>FSD</td>
<td>M</td>
</tr>
<tr>
<td><strong>In attendance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prof Juliette Hussey</td>
<td>Global Relations</td>
<td>F</td>
</tr>
<tr>
<td>Mr Patrick Magee</td>
<td>Acting COO</td>
<td>M</td>
</tr>
<tr>
<td>Ms Victoria Butler</td>
<td>Secretary’s Office</td>
<td>F</td>
</tr>
<tr>
<td>Ms Aoife Crawford</td>
<td>Secretary’s Office</td>
<td>F</td>
</tr>
</tbody>
</table>
Provost

Establishment 1. (1) Pursuant to the Principal Enactments, the Provost is Head of the College and a member of the Body Corporate of the College.

Functions 2. (1) The Provost shall
(a) provide leadership to the College and manage and direct its activities,
(b) subject to the Chapter on Board, be entitled to represent College and act or speak on its behalf,
(c) be invited to grant Assent, as a member of the Body Corporate to any petition to amend the constitution of the Body Corporate,
(d) have oversight of the allocation of rooms and other space in College,
(e) assist Board in the performance of its functions,
(f) carry into effect the budget determined by Board,
(g) perform such other functions as may be expressly delegated by Board pursuant to the Act of 1997 or otherwise, and the Principles of Delegation shall apply,
(h) have authority to exercise as agent such functions of Board as may be expressly granted by it, and the Principles of Agency shall apply,
(i) comply with the terms of the Declaration taken upon admission to office,
(j) have the right to Commons, pursuant to the Chapter on the College Community
(k) perform such other functions as may be prescribed by the Statutes or the Act of 1997, and
(l) have such powers as are necessary or expedient to perform the functions of office.

(2) Except where the Principal Enactments otherwise require,
(a) the Provost may expressly delegate any of the functions of office, and the Principles of Delegation shall apply, and
(b) the Provost may expressly grant authority to exercise any of the functions of office to an agent, and the Principles of Agency shall apply.

9 Section 3 of the Act of 1997 provides:
(1) In this Act, unless the context otherwise requires ... ‘chief officer’ means—
(a) a person appointed under section 24 as the chief officer of a university, ... and includes a person acting in the office or performing the duties of a chief officer

Section 24 of the Act of 1997 provides:
(1) A governing authority shall, in accordance with procedures specified in a statute, appoint in a whole-time capacity a person to be chief officer of its university, who shall be called the President or Provost or by such other title as the governing authority determines.
(3) All members of the Community shall respect and abide by the lawful and reasonable decisions of the Provost taken in the performance of these functions.

Obligations 3. (1) The Provost shall
(a) ordinarily reside in the Provost’s House, and
(b) as a condition of receiving a salary, assign to the Cista Communis all benefits accruing out of the estates vested in the Provost.

Process for Choice of Provost 4. (1) Pursuant to the Principal Enactments, the Provost shall be chosen by College and appointed by Board in accordance with the interview and election procedures specified in this Chapter.
(2) Where there is a vacancy or impending vacancy in the office of Provost, the process by which a Provost is chosen by College shall include
(a) an interview of applicants,
(b) an election to decide from amongst validly nominated candidates, and
(c) appointment by Board,
and all references to the process in this Chapter shall be to this process.
(3) Provisions to implement and administer the process shall be set out in Schedule 1.

Candidates and applicants 5. (1) Candidates for election shall possess
(a) significant academic standing,
(b) evidence of capacity for management and administration such as is required in an educational or equivalent institution, and
(c) evidence of leadership skills and of the ability to represent the College externally.
(2) Those, from either within or outside of the employees of the university, who submit applications to the Steering Committee established pursuant to section 6, in the form prescribed by that Committee, on or before the closing date set by it, shall in the Statutes be described as “applicants”.
(3) Except where required by law, references submitted on behalf of applicants shall not be published by any of the Committees established by this Chapter.
(4) Because of the role of the Registrar as Chairperson of the Steering Committee, a Registrar who submits an application shall be deemed to have resigned from office immediately upon the submission of such application.
(5) (a) Annual Statutory Officers (other than the Registrar) and Faculty Deans who submit applications shall be deemed temporarily to have stepped aside from the
exercise of the functions of office immediately upon the submission of such application.

(b) Board shall appoint a Pro-Officer or a Pro-Dean, as the case may be, to exercise the functions of office of the temporarily absent Officer or Dean for the period of this temporary absence.

(c) An Officer or Dean who has stepped aside, and who has been appointed Provost, shall be deemed thereupon to have resigned as an Officer or Dean, as the case may be.

(d) An Officer or Dean who has stepped aside, and who has not been appointed Provost, shall resume the exercise of the functions of office immediately upon the appointment of the incoming Provost by Board.

(6) (a) Members of Board who submit applications shall be deemed temporarily to have stepped aside from Board immediately upon the submission of such application.

(b) Board shall invite the attendance of substitutes for the period of this temporary absence.

(c) Such substitutes shall be chosen by the analogical application of regulations concerning the filling of casual Board vacancies; provided that, if no such person is available, Board shall choose such other person as will maintain the balance of membership prescribed by section 3 of the Act of 2000.

(d) Such substitutes shall be counted as members of Board for the purposes of membership of Committees established pursuant to this Chapter.

(e) A member of Board who has stepped aside, and who has been appointed Provost, shall be deemed thereupon to have resigned from Board in that capacity.

(f) A member of Board who has stepped aside, and who has not been appointed Provost, shall resume office at the meeting of Board following the meeting at which Board has appointed the incoming Provost.

(7) An applicant who has, or who has been deemed to have, resigned or stepped aside from any position in College, shall do so on such terms, if any, as may be prescribed in Schedule 1.

Steering Committee 6. (1) Board shall establish a Steering Committee to oversee the process.

(2) The Steering Committee shall consist of:

(a) The Registrar, who shall be its Chairperson,

(b) The Secretary, who shall be its Secretary, and

(c) Three elected members of Board, comprising

(i) a Fellow,
(ii) a member of the academic staff who shall not be a Fellow, and
(iii) a member of staff who shall not be a member of the academic staff.

(3) The Steering Committee shall do all such acts and things as may be necessary for the conduct of the process; in particular, it shall
(a) prepare a timetable for the process, for approval by Board,
(b) facilitate the identification of potential applicants,
(c) prepare a Register of Electors,
(d) prepare a draft advertisement, further particulars of the post, and details required for applications, for approval by Board,
(e) receive applications,
(f) determine whether applications are complete and valid having regard to section 5(2),
(g) oversee the general operation of the election campaign, and
(h) make the necessary arrangements for the election and count.

(4) If the Steering Committee determines that, having regard to section 5(2), no complete and valid application has been submitted to it, then it shall recommence the process.

7. (1) Board shall establish an Interview Committee to arrange for applicants to make presentations to the Committee and to be interviewed by the Committee.
(2) Board shall appoint a Recommendation Committee to advise on the composition of the Interview Committee.
(3) The Recommendation Committee shall consist of
(a) the Chairperson of Fellows, and
(b) two elected members of Board, one of whom shall be a Fellow, and the other of whom shall not be a Fellow.

(4) On the advice of the Recommendation Committee, Board shall appoint the members of the Interview Committee, who shall consist of
(a) three elected members of Board, who shall be Fellows, one of whom shall be its Chairperson,
(b) one elected member of Board, who shall not be a Fellow, and
(c) one member of Board who shall not be an employee or student of the College.
Appeals Committee

8. (1) Board shall appoint an Appeals Committee to resolve disputes which arise during the process.
(2) The Appeals Committee shall consist of three elected members of Board comprising
(a) a Fellow, who shall be its Chairperson,
(b) a member of the academic staff who shall not be a Fellow, and
(c) a member of staff who shall not be a member of the academic staff.
(3) Board shall appoint an elected member of Board, who shall be a Fellow, as an alternate member, to serve if and only if one of the three members is unavoidably absent from a meeting.
(4) The Appeals Committee shall hear appeals from all decisions of
(a) the Steering Committee and the Interview Committee,
(b) the Chairperson of the Steering Committee taken pursuant to section 12, and
(c) Board relating to the process by which a Provost is chosen by the College, notwithstanding any provisions of the Chapter relating to the Visitors.
(5) The Appeals Committee shall determine its own procedures, and shall hear, determine and resolve all appeals as expeditiously as possible; provided that, except on the day of the election, it may decide to refer any weighty matter directly to the Visitors.
(6) The Visitors may decide whether or not to hear any other appeals from decisions of the Appeals Committee; provided that the Visitors shall not have jurisdiction to hear appeals from decisions of the Appeals Committee concerning decisions of the Chairperson of the Steering Committee taken pursuant to section 12.

Committees

9. (1) The Committees referred to in this section are the Committees established by this Chapter.
(2) There shall be no overlap in the membership of the Committees.
(3) Members of the Committees shall not be applicants.
(4) The common provisions of the Chapter on Committees shall apply.

Interview and Nomination

10. (1) All applicants who are determined by the Steering Committee to have submitted complete and valid applications, having regard to section 5(2), shall be interviewed by the Interview Committee.
(2) The Interview Committee shall do all such acts and things as may be necessary for the conduct of the interview; in particular, it shall
(a) facilitate the applicants in understanding the office of Provost,
(b) verify the *curriculum vitae* submitted by each of the applicants,
(c) arrange for the applicants to make presentations to the Interview Committee,
(d) interview the applicants,
(e) identify those applicants for whom there is not a *prima facie* case for proceeding to election, based on the criteria set out in section 5(1), and
(f) send to the Steering Committee the names of those going forward as candidates for election.

(3) Candidates whose names have been so forwarded shall be provided by the Steering Committee with a nomination paper.

(4) Candidates who return to the Steering Committee, on or before the last day appointed for the receipt of nominations, a nomination paper - signed by twelve electors, at least one of whom certifies that the candidate is willing to stand for election - may proceed to the election.

(5) If the Interview Committee sends no name forward, or if no candidate returns a complete and valid nomination paper, then the Steering Committee shall recommence the process.

11. (1) The electorate shall consist of those who, on the date of the election, are
(a) full-time members of the academic staff who hold the position of Fellow, Professor, Associate Professor or Senior Lecturer,
(b) Lecturers who have held continuously a full-time academic post in the College for at least one year previous to the date of the election,
(c) permanent part-time members of the academic staff who had previously come within the terms of paragraphs (a) or (b), (to ensure that long-serving members of the academic staff who for family or similar reasons opt to work on a permanent, part-time basis are not disenfranchised by doing so),
(d) members of Board or Council, and
(e) other persons who, either by virtue of the Statutes or in accordance with a resolution of Board or Council, are in regular attendance at meetings of Board and Council as elected representatives.

(2) No person who comes within the terms of subsection 1(a)-(c) but who has been appointed to an academic post for a stated period of less than five years shall be a member of the electorate.

(3) A serving Provost shall not be a member of the electorate.
(1) All references in this section to the Chairperson shall be to the Chairperson of the Steering Committee.

(2) Subject to the provisions of this section, all details of the conduct of the election shall be decided by the Chairperson.

(3) The Chairperson shall take such measures as are necessary to exclude from the election venue, if any, all persons other than the members of the electorate, the candidates, such persons as the Chairperson shall have appointed to act as scrutineers and stewards, and such other persons as may be prescribed in Schedule 1.

(4) (a) Where there is only one candidate, the question on the ballot-paper shall be whether the candidate is to be elected.

(b) A candidate who is thereby elected shall be declared by the Chairperson to be the choice of the College.

(c) If the candidate is not elected, then the Steering Committee shall recommence the process.

(5) Where there are two or more candidates, the election shall proceed by successive ballots.

(6) At the first ballot the names of all validly nominated candidates shall be before the electors, and every member of the electorate shall vote for one candidate and one only.

(7) The candidate who on this ballot receives the smallest number of votes shall be eliminated, and the names of the remaining candidates shall again go forward to the electorate, who shall again vote each for one candidate and one only.

(8) If, however, the number of candidates shall exceed seven, the Chairperson may order that at the earlier ballots more names than one shall be eliminated, so that the total number of ballots shall not exceed six.

(9) The ballots shall proceed, with the elimination after every ballot of the candidate who has received the smallest number of votes, until the final ballot, when only two names are before the electorate.

(10) The candidate who on this ballot receives the majority of the votes shall be declared by the Chairperson to be the choice of the College.

(11) The Chairperson shall not vote except in the event of an equality of votes, and then only so as to determine which of two candidates with an equal number of votes shall be eliminated.

(12) In exceptional circumstances, the Steering Committee may decide for the election to be conducted wholly or partially through electronic means, where those exceptional circumstances severely impact on the holding of an election.
(13) An election conducted through electronic means shall insofar as possible follow the procedures in this section.

(14) Where the election is taking place in a venue, the Steering Committee may decide to allow individual members of the electorate to participate and vote in the election through electronic means, where exceptional circumstances severely impact on the member’s ability to attend at the venue.

Appointment 13. (1) Immediately after the election of a candidate who has been declared to be the choice of the College, the Chairperson of the Steering Committee shall, without delay, inform Board of the name of that candidate.

(2) At its first meeting after the election, Board shall appoint as Provost the candidate who has been declared to be the choice of the College.

(3) At that meeting, or as soon thereafter as possible, and in any case before taking up office, the incoming Provost shall make a Declaration administered by the Vice-Provost in the presence of Board in the form prescribed by the Schedule on Declarations.

(4) Where the tenure of an outgoing Provost has terminated by effluxion of time, then the incoming Provost shall take office on the first day of August following appointment.

(5) Notwithstanding anything in subsection (4), where the tenure of an outgoing Provost has terminated by effluxion of time, and if the process has continued past the first day of August after the establishment of the Steering Committee, then the outgoing Provost shall continue to exercise the functions of office until the incoming Provost has been appointed, and the incoming Provost shall take office as soon as possible after appointment by Board.

(6) Where the tenure of an outgoing Provost has terminated in any manner other than by effluxion of time, then the incoming Provost shall take office as soon as possible after appointment by Board.

Termination 14. (1) For the purposes of this section,

(a) the “specified period” shall be such period as may be provided for by or under an Act of the Oireachtas;\(^\text{10}\) provided that, if no such period is provided, the specified period shall be ten years, and

(b) the “specified retirement date” shall be

(i) the retirement date specified in the Provost’s pre-existing contract of employment with College, if any, or any applicable legislation, or any appropriate College policy, or

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\(^{10}\) See section 7 of the Fourth Schedule to the Act of 1997, providing for a period of 10 years.
(ii) if no such date is specified, on the last day of July in the academic year in which the Provost attains the age of sixty-seven years.

(2) A Provost who took office on the first day of August following appointment and who has not died, resigned, retired or been removed from office, shall hold office for the specified period.

(3) A Provost who took office on any other date and who has not died, resigned, retired or been removed from office, shall hold office until the last day of July after the expiry of the specified period from the date of the taking of office.

(4) The Provost may resign from office by giving not less than three months' notice in writing to Board.

(5) The Provost may retire from office at any time with the consent of Board, and shall retire on the specified retirement date.

(6) Pursuant to the Act of 1997\textsuperscript{11} or otherwise, the Provost is answerable to Board for the efficient and effective management of College and for the due performance of the functions of office; and if the Provost has significantly failed to meet these standards, then Board may, after due enquiry, remove the Provost from office.

(7) If it appears to Board that the Provost has become incapable of performing the functions of office, then it may refer the matter to the Visitors, who may, after due enquiry, declare the office to be vacant.

(8) Subject to any applicable legislation, policy approved by Board, or agreement between the Provost and College, a Provost whose term of office has terminated before the specified retirement date may choose to remain a member of, or to retire from, the academic staff of College.

(9) A Provost who, pursuant to subsection (8), chooses to remain a member of the academic staff, shall be entitled to be

(a) appointed to a Professorship at a salary at the top of the relevant pay scale, and

(b) declared to be a Fellow of College, taking precedence over all Fellows other than the Vice-Provost; provided that, if there is more than one such retired Provost, they shall take precedence among themselves in order of retirement.

(10) A Provost who, pursuant to subsection (8), chooses to retire from the academic staff of the College, shall be entitled to

\textsuperscript{11} See sections 2 and 7 of the Fourth Schedule to the Act of 1997.
(a) receive the applicable pension,\textsuperscript{12} and 
(b) be styled a Fellow *Emeritus*.

15. (1) Board may establish an Advisory Council to the Provost, on such terms and for such purposes as the Provost and Board may determine, and its members shall be nominated by the Provost and appointed by Board.

Schedule 1

Process by which the Provost is chosen by College

1. Decisions and Procedures
   (1) Subject to the terms of the Chapter, all of the decisions taken and procedures adopted and implemented relating to the process shall be fair and equitable and shall be subject to the principles of natural and constitutional justice and fair procedures.

2. Candidates and applicants
   (1) Board may provide that holders of offices in College who have submitted applications, but who are neither Annual Statutory Officers nor Faculty Deans, shall be deemed to have resigned from such office in like manner as a Registrar or to have stepped aside from the exercise of the functions of such such office in like manner as an Officer (other than the Registrar) or Dean.
   (2) Board may provide that applicants who are members of committees other than Board shall be deemed to have stepped aside from such committees in like manner as a member of Board.

3. Timetable principles
   (1) The principles in this section shall be a guide to Board generally, and to the Steering Committee in particular, in preparing a timetable for the process.
   (2) The process shall commence with the decision of Board to establish the Recommendation Committee.
   (3) (a) At the last meeting of the academic year before the tenure of a serving Provost is due to terminate by effluxion of time, Board shall establish the Recommendation Committee and enjoin the Registrar and Secretary to begin preparations for the process of choosing the new Provost.
   (b) At the first meeting of the academic year in which the tenure of a serving Provost is due to terminate by effluxion of time, Board shall establish the Steering Committee, the Interview Committee and the Appeals Committee.
   (4) (a) Where the tenure of a Provost has terminated in any manner other than by effluxion of time, then at the first meeting after such termination or notice of such termination, Board shall establish the Recommendation Committee and enjoin the Registrar and Secretary to begin preparations for the process of choosing the new Provost.
   (b) At its next meeting, Board shall establish the Steering Committee, the Interview Committee and the Appeals Committee.
   (5) At the meeting at which the Steering Committee, the Interview Committee and the Appeals Committee are established, and at any meeting thereafter, Board may give these Committees any necessary directions or additional functions.
(6) Where the timetable prepared by the Steering Committee has been approved by Board, the Steering Committee shall publish that timetable.

(7) Where the draft advertisement, further particulars of the post, and details required for applications, have been prepared by the Steering Committee and approved by Board, the Steering Committee shall place the advertisement and otherwise encourage applications from potential applicants.

(8) Where the date for receipt of applications has passed, the Steering Committee shall
(a) inform the Interview Committee of the names, if any, of all applicants who have submitted complete and valid applications,
(b) publish the draft electoral register.

(9) Once the Interview Committee has interviewed the applicants and sent to the Steering Committee the names of those going forward as candidates for election, if any, then the Steering Committee shall publish the final electoral register.

(10) Once complete and valid nomination papers have been submitted by the candidates to the Steering Committee, the Steering Committee shall publish the names and the election period shall commence.

(11) The election and count shall take place on the date prescribed by the Steering Committee.

(12) For the election and count, the Steering Committee may make detailed provisions, including a timetable, for the process of accommodating members of the electorate pursuant to section 12(14) of the Chapter.

(13) The process shall come to an end with the decision of Board appointing the Provost.

4. Committees
(1) No appeal shall be brought to the Appeals Committee after the expiration of two working days after the day on which an impugned decision is announced.

(2) Notwithstanding subsection (1), if the impugned decision is announced less than three working days before the day of, or on the day of, the interview or the election, then any appeal shall be brought on the day that the decision is announced.

(3) An appellant must demonstrate to the satisfaction of the Appeals Committee that the impugned decision raises a serious issue which has directly and adversely affected the appellant’s interests in the process, or is very likely to do so.

(4) The quorum for meetings of the Appeals Committee, the Interview Committee and the Recommendation Committee shall be the full membership of the relevant Committee.

(5) The quorum for meetings of the Steering Committee shall be four.
(6) If Board determines, after due enquiry, that a member of a Committee established by the Chapter is unwilling or unable to serve, then Board may appoint a replacement by the analogical application of regulations concerning the filling of casual Board vacancies; provided that, if no such person is available, Board shall choose such other person as would, in so far as practicable, reflect the balance of membership prescribed by the Chapter.

5. Preparation of Register of Electors
(1) The Steering Committee shall oversee the preparation and publication of the draft and final Registers of Electors and shall, subject to any appeals to the Appeals Committee, adjudicate on any issues arising therefrom.

6. Election and Count
(1) The Chancellor and Pro-Chancellors may be present at the election venue, if any, but they shall not be members of the electorate.

(2) Whether the election is being held in a venue or conducted wholly or partially through electronic means, no member of the electorate may exercise more than one vote in any ballot, and the voting shall be by secret ballot.

(3) All candidates for election may be present at the election venue, if any; but candidates who are not otherwise members of the electorate shall not be such members by reason only of their presence at the venue, if any.

(4) Where the election is being conducted wholly or partially through electronic means, the Chancellor and the Pro-Chancellors, and all candidates for election, may observe the election through electronic means.

(5) An election held pursuant to the Chapter and this Schedule shall not be invalid by reason of
(a) errors in or omissions from the register,
(b) votes cast in error, or
(c) a decision not to accommodate a member of the electorate pursuant to section 12(14) of the Chapter.
23rd October 2020

Dr Patrick Prendergast,
Chair,
The Board (Governing Authority),
Trinity College Dublin, The University of Dublin
College Green,
Dublin 2.

HEI Presidential appointment processes and gender equality

Dear Dr Prendergast,

I am writing to you in your role as Chair of the Board of Trinity College Dublin in relation to the university’s upcoming Provost/President recruitment process. As you will be aware, in 2016, the Report of the Expert Group: HEA National Review of Gender Equality in Irish Higher Education Institutions made the following recommendation to Irish HEIs (p. 47):

- “In the appointment process for a new president, a requirement of appointment will be demonstrable experience of leadership in advancing gender equality.

- At the final selection step, in the appointment process for new presidents (or equivalent), in so far as possible, the final pool of candidates will comprise an equal number of women and men.

- If it has not been possible to achieve gender balance at the final selection step, the interview panel must account to the Governing Authority or equivalent for why this was not possible.”

This was followed up by the following recommended action in the Gender Action Plan 2018-2020 (p. 30):

- “In planning for a new president, the governing authority will ensure that measures to promote gender equality within the search and selection process (as well as documenting the gender balance in the applicant pool, and at each stage of the selection process), are undertaken. The governing authority will provide a report to the HEA.

- In the appointment process for all leadership positions (including Head of Department), a requirement of appointment will be demonstrable experience of leadership in advancing gender equality. This will be included as a specific criterion in role descriptions.”
In light of the above, the HEA will request that Trinity College Dublin’s Governing Authority provide a report on the institution’s upcoming presidential appointment search and selection process when recruitment is complete.

Yours sincerely,

[Signature]

Dr Ross Woods
HEA Centre of Excellence for Gender Equality