The University of Dublin

Trinity College

Minutes of Special Board Meeting, Thursday 10 March 2005

Present	Provost (Dr J Hegarty), Vice-Provost (Dr J B Grimson), Registrar (Dr D J Dickson), Bursar (Dr J W O'Hagan), Senior Lecturer (Dr J A Murray), Dr J A Fitzpatrick, Dr H Gibbons, Mr H Kearns, Mr F Kieran, Ms M Leahy, Dr J G Lunney, Mr D Mac Síthigh, Dr M M O'Mahony, Dr M K Simms, Mr B Sweeney.
Apologies	Dr S P A Allwright, Dr W J Blau, Mr B Connolly, Dr L E Doyle, Dr H M C V Hoey, Dr A N M Ní Chasaide, Mrs J O'Hara, Mr L Ryder, Mr R P Sheridan, Dr F Shevlin, Ms E K Stokes, Dr D L Weaire.
In attendance	
(ex officio)	Secretary, Treasurer, Assistant Secretary.

The Provost welcomed those present to the Special Meeting of the Board which had been convened specifically to consider issues in relation to academic structures and the Academic Resource Allocation Model.

SECTION A

BD/04-05/224 **Minutes** The Board noted the draft minute of the discussion on re-structuring which had taken place at the Board meeting held on 2 March 2005, noting that it would be formally approved at the Board meeting scheduled to take place on 20 April 2005. The Secretary invited Board members to send any suggested amendments to him as soon as possible.

BD/04-05/225 **Staffing for 2005-2006 and related issues** The Bursar, introducing the topic, invited Board's attention to a memorandum from the Senior Lecturer, dated 4 March 2005, and the accompanying memorandum from the ARAM Task Force of the same date. The Board noted that it is anticipated that data from the ARAM will be released at the end of April 2005 but that, in the meantime, Deans and Heads of Departments have requirements for staff which need to be addressed immediately. The Bursar advised Board that, pending formal approval by the Board, new Schools are beginning to form Interim School Executives and are starting to address how the new Schools will conduct their business. The Board noted that, in some Faculties, a number of departments may be grouped under a Vice-Dean, who will act as the budget holder, and in such cases, it is likely that the Vice-Dean will be supported by an executive group.

The Bursar invited Board's attention to the following proposals which had been developed to address the following issues.

1.   *Urgent staffing needs in the period prior to the release of the ARAM data.*
1.1   The ARAM Task Force will have delegated authority in relation to permanent appointments or contracts of more than one year's duration, according to the procedures outlined in the memorandum.

1.2   For replacement (*cista communis*) appointments, the Task Force may decide the following:

(i)   *Academic Appointments:* Fixed term contract appointments or permanent appointments;

(ii)   *Support posts in Faculties, Schools and Departments:* Fixed term contract appointments or, in exceptional circumstances, permanent appointments;

(iii) *Support Services, Central Administration, Premises:* Replacement or new appointments will only be considered following 1 May 2005, pending a review of structures in these areas. Exceptional cases, such as those where failure to make an appointment will have implications for health and safety requirements, or industrial relations commitments, or result in a loss of income to the College, will be considered by the Task Force.

1.3   Emergency short-term academic and support appointments in Faculties, Schools and Departments will continue to be considered by the Personnel and Appointments Committee.

1.4   Applications for new *cista communis* funded posts will not be considered until the outputs of the ARAM are known.

1.5   In relation to self-financing courses for the year 2005-2006, the Task Force will consider appointments in relation to non-permanent posts (more than one year) for which funding has already been accumulated in departmental balances.

2.   *Planning for 2005-2006 and subsequent years*

2.1   Academic Plans:

(i)   Existing Deans will be asked to act as Vice-Deans (where relevant) until the election/appointment of Vice-Deans in the Trinity Term, noting that the deadline for final school formation for 2005-06 is 4 April 2005 and for new Faculties is 22 April 2005.

(ii)   Interim School Executives, and executive committees supporting Vice-Deans, will be invited to prepare plans, in the context of ARAM Key Data, which will provide a detailed statement of staffing needs for 2005-06, covering the staffing needs that are required to provide continuity in the teaching programme and an outline of an initial strategic plan for the School/group of Departments with a Vice-Dean, for the period 2005-09.

(iii) The deadline for submission of these plans will be 22 April 2005 after which they will be considered by the Resource Management Working Group and/or by the Provost and Executive Officers as appropriate.

(iv)   Any aspect of these plans that requires funding to support change should be discussed in summary in the plan and documented separately for submission to the Change Fund.

2.2   Transition Period

(i)   There should be a four-year transition period, with the phasing of implementation of ARAM as follows (stated cumulatively)

Year 1	2005-06	10%
Year 2	2006-07	40%
Year 3	2007-08	80%
Year 4	2008-09	100%

(ii)   There should be no change in the overall quota for undergraduate courses, although some substitution or re-distribution may be permitted.

(iii) Within each year of the four-year period, overall financial balance must be achieved across all budgetary units.

2.3   Guidelines for Planning in Support Services, Central Administration, Premises will be prepared by the end of April 2005.

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3.   Requests for staffing following the release of ARAM data

3.1   Following release of the ARAM data, the responsibilities of the Task Force in relation to staffing in the interim period will cease.

3.2   In accordance with the practice that was in place for the submission of Three-year Staffing Plans, staffing plans for 2005-06 will be submitted for consideration by the Resource Management Working Group (RMWG), and following approval, will be passed to the Personnel and Appointments Committee for implementation.

3.3   It is proposed that the RMWG will take the following factors into consideration when reviewing plans for 2005-06:

    (i)   The extent of surplus or deficit in a budgetary unit.

    (ii)   For a School/Department which is in surplus, it could be expected that replacement appointments for academic and support posts in academic areas for 2005-2006 will be approved subject to 2.2 (iii) above.

    (iii) For a School/Department which is in a deficit:

        (a)   consideration will be given to its position in the context of known retirements and resignations;

        (b)   provision for sessional teaching or short-term appointments (normally less than 12 months) may be made available;

        (c)   permanent appointments will not be considered.

    (iv)   For a School/Department which is in surplus under the ARAM and which wishes to make a new appointment (academic or support) on the basis of its surplus, it is proposed that a maximum of 10% of the estimated surplus in a School/Department be released back to the unit in 2005-06. This will be considered at a College level in the context of the total level of funding available for release.

    (v)   The accumulated funding available to a School/Department from self-financing courses prior to the commencement of implementation of the ARAM will be taken into consideration when staffing plans for 2005-06 are being reviewed.

    (vi)   Guidelines regarding staffing in the Support Services, Central Administration, Premises areas will be developed during April.

The Bursar advised Board that applications for funding from the Change Fund will be handled separately to the above procedures (cf 2.1 (iv) above). The Board noted that the Change Fund will support specific actions that will facilitate the successful formation of new academic structures and that the closing date for applications is Friday 22 April 2005, further noting that guidelines will be issued shortly. The Bursar also advised Board that the amount of funding available is €3m (non-recurrent), plus any buoyancy that may become available and that as already agreed, decisions in relation to the disbursement of these funds will be made by the Provost in consultation with Executive Officers, and will be advised to the Board (minute BD/04-05/189 of 23 February 2005 refers).

In conclusion, the Bursar advised Board that the College's current financial position does not allow for the establishment of a Strategic Fund at this time, but that it is hoped that as the application of the ARAM proceeds through the transition process, strategic funds will become available on an increasing basis towards the level outlined in the ARAM paper approved by Board in January 2005. The Board noted that up to €400,000 has been allocated for 2004/05 to the Personnel and Appointments Committee's Emergency Fund.

In response to queries from a number of Board members the Bursar and the Treasurer clarified technical issues in relation to the operation of the ARAM and the impact of the proposals. The Board also noted that courses that are currently designated as self-financing should be incorporated into the ARAM and that from 2006-07 there would be

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no distinction between courses that were formerly 'self-financing' and those that are funded through the *cista communis*.

In the course of a long discussion on the proposals, the following issues were raised.

The timescale for preparation of the initial strategic plan by Schools/groups of departments with a Vice-Dean is very tight. The Senior Lecturer advised Board that a number of the proposed new schools were well advanced in developing their high-level plans and that the Deans were confident that the deadline could be met. The Board also noted the Bursar's comments in relation to providing support to schools and departments in preparing these plans, and the impact on recruitment for 2005/2006 if there were delays. The Board, noting that the initial strategic plan required by 22 April should be at a very high level, agreed that a template for completion by Heads and Vice-Deans should be developed to assist them in meeting the deadline.

Concern was expressed that the proposals would lead to too many committees making decisions on staffing.

The student members of Board advised that there could be a very detrimental affect on the provision of services to students in 2005/2006 if vacant posts in service areas were not filled and they proposed that opportunities to use the Change Fund to support such areas be explored. The Board noted the Bursar's comments in relation to the minimal impact which the six-week freeze would have on administrative and support areas and also noted that replacement posts funded from targeted funds would not be subject to any delay.

Board members invited attention to the tension between the appointment of the appropriate administrative support in Schools and the proposed review of the current administrative and support structures. The Secretary advised Board that it had not been possible to address the future arrangements for administrative and support areas until the academic structures were agreed and that adequate time will have to be given for discussion and consultation with the individuals and groups involved. The Board noted that a balance will have to be struck between devolving administrative and support activities to schools and maintaining an effective overall administrative system. The Board also noted that proposals for change were being made in the context of agreements reached under Sustaining Progress and that the Partnership Committee would be involved in all decisions in relation to the implementation of the changes. In response to a query, the Secretary confirmed that no policy decisions in relation to the future staffing structures of administrative and support functions would be made under vacation procedures. The Vice-Provost advised Board that it is envisaged that administrative and support re-structuring would be an integral part of the IT strategy currently being developed which would address, *inter alia*, the delivery of services.

The student members of Board expressed concern that a decision not to make permanent appointments to Schools/Departments in deficit could result in the areas becoming run-down with a consequent reduction in the quality of teaching. The Senior Lecturer advised Board that it was the intention of the proposals to assist departments in deficit to redress their situations.

In response to Mr Sweeney's comments about the introduction of the restructuring and the ARAM and the need to identify areas where particular support and assistance may be required, the Secretary and the Senior Lecturer advised Board that a detailed schedule is being developed by the Executive Officers and that guidelines for the implementation are being developed in conjunction with Deans.

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The Board approved the proposals as presented. The student members of Board dissented from the decision not to make permanent appointments to areas in deficit.

BD/04-05/226   **Formation of Schools** The Senior Lecturer invited Board's attention to a memorandum, dated 7 March 2005, which presented proposals for the formation of new schools, in the context of the new College structures, with effect from 13 July 2005, noting that the proposed schools satisfy the requirements for formation taking into account size, academic coherence and strategic appropriateness. The Senior Lecturer, noting that the proposals had been approved by Council at its meeting on 9 March 2005, advised Board that while these Schools were being brought to the attention of Board at this time, further schools may be proposed for approval up to 4 April 2005. After this date it will not be possible to complete the necessary planning and other arrangements to bring a School into being for the new academic year. The Board noted that departments that wish to form a School but cannot envisage completing the necessary preparatory discussions by 4 April may advance their proposal at any time up to the end of Hilary Term 2006, or of any year thereafter.

Following clarification of a number of specific issues in relation to the proposals, the Board approved the formation of the following schools, noting that proposals in relation to the names of the schools would be presented to Council and Board when all schools in this phase of restructuring had been identified :

1. A School comprising the Departments of Modern History, Medieval History, History of Art, Classics and the Centre for Gender and Women's Studies
2. A School comprising the Departments of Economics, Political Science, Sociology, and Philosophy
3. A School of Physics
4. A School of Chemistry
5. A School of Pharmacy
6. A School of Dental Science
7. A School of Physic
8. A School of Nursing and Midwifery Studies
9. A School of Engineering, comprising the three engineering departments
10. A second School in the Faculty of Engineering and Systems Sciences, comprising the Departments of Computer Science and Statistics
11. A School of Social and Policy Studies, comprising the former Department of Social Studies, the Addiction Research Centre, shared stewardship of the Children's Research Centre, a new programme in Social Policy and Ageing, and the Institute for the Study of Learning Difficulties
12. A School of Psychology, including shared stewardship of the Children's' Research Centre and elements of the Trinity College Institute of Neuroscience.

The Senior Lecturer advised Board that the schools would be asked to form Interim School Executives and to appoint an Interim Head/Chairperson so that they could complete a staffing plan for 2005-06 and an initial strategic plan for the period 2005-09 which would be submitted to the Senior Lecturer by Friday 22 April 2005. The Board noted that the Interim Executives, working within the governance guidelines, (which would be considered by Board and Council at the start of Trinity Term), would make arrangements for the formation of the School Executive, the School Committee, and for the appointment of the Head before the end of Statutory Term on 12 July 2005. Interim Executives will be asked to make proposals in relation to the name of the schools by the end of May 2005.

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The Board noted comments that Heads of Schools should be drawn from senior academic grades and that Professorial Chairs should be expected to provide academic leadership under the new arrangements.

The Senior Lecturer advised Board that outstanding issues with regard to the number of Faculties should be concluded by Friday 22 April 2005 and that departments that are not part of new Schools on 4 April would be assigned to Vice-Dean groupings on that date.

In conclusion, the Provost thanked Board members, and all those involved in preparing documents for consideration by Board, for their commitment and contribution in a period of very intense activity including a number of additional Board meetings.

Signed: …………………………..

Date: …………………………..

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