

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 29 June 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 S P A Allwright, Dr L E Doyle, Dr J A Fitzpatrick, Dr H Gibbons, Mr H Kearns**, Mr F Kieran, Ms M Leahy**, Mr D Mac Síthigh, Dr A N M Ní Chasaide, Mrs J O'Hara**, Dr M M O'Mahony, Mr L Ryder, Mr R P Sheridan*, Dr M K Simms.
- Apologies* Dr W J Blau, Mr B Connolly, Dr H M C V Hoey, Dr J G Lunney, Dr F Shevlin, Ms E K Stokes, Mr B Sweeney, Dr D L Weaire.
- In attendance*
- (ex officio)* Secretary***, Treasurer***, Assistant Secretary.
- (by invitation)* Dean of Students (for BD/04-05/346), Director of Innovation Services (for BD/04-05/347)
- (present for)*
- * BD/04-05/341-359.
 - ** BD/04-05/339-349 and 351-352.
 - *** BD/04-05/339-351.

SECTION A

BD/04-05/339 Minutes

- (i) The minutes of the meeting held on 15 June 2005 were approved and signed subject to the following amendments:

BD/04-05/299 ARAM

The phrase *'whose adverse funding position under the ARAM is not evident because of their inclusion in Schools/Vice-Deaneries, '* was inserted after the word 'areas' on the first line of point (iv) on page 5.

The word 'postgraduate' was deleted from the last line of the penultimate paragraph of the minute on page 5.

BD/04-05/340 Matters Arising from the Minutes A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes BD/04-05/341, 342, 343, 344).

BD/04-05/341 Election to Scholarship (see minute BD/04-05/296 of 15 June 2005) In response to a query, the Registrar advised that, following a discussion at the Academic Affairs Committee, a proposal for an amendment to the Calendar to address issues in relation to Scholarship will be presented to Board for consideration at its next meeting.

- BD/04-05/342 ARAM (see minute BD/05-05/299 of 15 June 2005)** The Treasurer advised Board that the introduction of new Management Information Systems will be part of the College's overall e-strategy. The Board noted comments that the administrative arrangements for ARAM should be introduced in consultation with the new Schools.
- BD/04-05/343 Chair of Computer Science (see minute BD/04-05/308 of 15 June 2005)** In response to a query, the Secretary advised Board that discussions are on-going with Professor Ahmad about his appointment to the Chair of Computer Science.
- BD/04-05/344 Haughton Institute (see minute BD/04-05/332 of 15 June 2005)** The Secretary advised Board that, in view of the continuing operations of the Institute and the significant research funds for which it is responsible, an Executive Director will be appointed to the Haughton Institute pending the conclusion of discussions in relation to the joint governance arrangements between the College and St James's Hospital and the Adelaide and Meath Hospital, Dublin incorporating the National Children's Hospital.
- BD/04-05/345 Provost's Report** The Provost advised Board that a major gift from a private donor had been secured for the College and that it would be used over a period of time to support social science research, particularly in relation to global health and the developing world. The College expressed its gratitude to Trinity Foundation for securing such a significant private donation, noting that it is expected that a formal announcement of the gift will be made in the autumn.
- BD/04-05/346 Dean of Students: Report to Board** The Provost welcomed the Dean of Students to the meeting. The Dean invited Board's attention to his report, dated 3 June 2005, which had been circulated, noting that this was his personal report but that it had drawn on the work and activities of many people throughout the College. In presenting the key points in the report the Dean invited particular attention to the following:

Student Services Committee: The Committee had worked well under the new governance arrangements with clearer reporting lines and sub-committee structure, although attaining a quorum had proved difficult on occasions. The Board noted the recommendation that when reviewing governance procedures, consideration might be given to increasing the number of Directors of Student Services beyond one, as at present, so that there could be a greater input from the Student Services to the work of the Committee.

Strategic Plan for Student Services: A strategic planning exercise for Student Services had commenced in January 2005 following which the Student Services Committee established a working group to develop a plan which it was hoped to present to Board in Michaelmas Term 2005. The Board noted that the plan would coincide with the last three years of the College's Strategic Plan and would result in a more integrated approach to providing student services.

College Health Service: In the light of Dr Thomas's planned retirement and in view of the increasing pressures on the College Health Service, the Executive Officers agreed in July 2004 that an *ad hoc* working group be established to review the future of the Service. The Dean advised Board that a report would be presented to Executive Officers in the near future, following which a report with recommendations would be brought to the Student Services Committee.

Quality reviews: The Board noted that three of the Student Services' areas had been reviewed during Trinity Term – Careers Advisory Service, Student Counselling and Student Disability Service – and that final reports were due shortly.

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Student Residences: The committee structure for managing the College residences was revised during the past year and the new structure, comprising a single Residences Management Committee and two local user subcommittees for Trinity Hall and for the on-camps residences appears to be working well and local issues can be addressed more promptly than in the past. The Board noted the Dean's recommendation that the operation of the expanded Trinity Hall be monitored carefully during its initial years of operation.

The Dean also invited Board's attention to his other activities including participation in the CHIU network for student services and communication and promotional activities relating to his office and student services in general.

He concluded by summarising his main priority actions for the coming year, and based on his experience of eighteen months in office, the Dean sought Board's approval for refinements to the Terms of Reference for the Dean of Students, including in particular the promotion of the Trinity experience for alumni.

In response to a query, the Dean advised Board that there were a number of options for the accommodation within the Student Centre in Luce Hall which had yet to be decided, noting that experience in other institutions had suggested that a mix of social and office space for student-related activities might work best.

The Board noted comments to support the inclusion more than one Director of a Student Service on the Student Services Committee.

The Board thanked the Dean of Students for his very useful report and congratulated him on a very successful initial eighteen months.

BD/04-05/347 Policy, Practice and Regulations on Intellectual Property The Director of Research and Innovation Services, present by invitation, advised Board that the College is under increasing pressure to introduce policies and procedures to ensure that the intellectual property (IP) of the College's research, particularly that which is funded from public sources, is protected and can therefore contribute in a meaningful way to economic development. He advised Board of the developments that had taken place since the policy had been previously considered by Board at its meeting on 7 July 2004 (minute 15/352 refers).

The Board noted that the document had been revised to reflect the discussions which had taken place with the Department of Computer Science and that most of the Department's concerns had been addressed. The Director invited Board's attention to provisions in the document which enable the College, at its sole discretion, and on a case-by-case basis, not to claim ownership of IP noting that this provision includes work which is carried out by College staff under the terms of any particular scheme, approved by the Board or through its delegated authority, for the promotion of innovation in particular fields of research. The Board noted that the inclusion of this provision would allow researchers in the Department of Computer Science to present proposals to the Business and Industry Committee, and the Board, to address specific IP concerns and circumstances. The Director noted that, under the provisions of the proposed policy, the Business and Industry Committee had accepted his outline proposal for a special scheme of software licences, subject to the approval of the funding body in each case, in which there will be a three-year moratorium on software royalties to facilitate freedom in the use of software in industry and start-up companies. The details of the scheme were now being discussed at the Business and Industry Committee.

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The Board noted that the proposed policy and procedures document had been reviewed by legal advisors expert in intellectual property and that the requirement that visitors be required to sign an acknowledgement that they are subject to the Regulations in respect of College ownership of IP, had been included on their advice. The Board also noted that a copy of the draft document had been provided to Forfás in April 2005, to comply with a request from the Irish Council for Science, Technology and Innovation, noting that Forfás had been advised that it was expected that the Board of the College would ratify the document before the summer vacation.

The Director invited the Board's attention to the proposed arrangements, as outlined in Section II.8 of the document, for the payment and distribution of monies generated by patents between the following parties: inventor (33%); *cista communis* (33%); and School (33%), noting that if there is more than one inventor, the inventors' share increases to 40% for two or three inventors and 45% for four or more with a consequent reduction in the *cista communis* and School shares. The Board noted the implications of the Copyright and Related Rights Act 2000 for software and the uncertainty world-wide surrounding the intellectual property for software and the proposal that, after deductions, the division of financial benefits is set at authors (50%), *cista communis* (25%) and School (25%). The Board noted the details of the limits and other technical details as outlined in the document.

In response to a query, the Director clarified technical issues in relation to the applicability of patenting and copyright to software.

In the course of a discussion, the Board noted the comment that funders of research may not allow a moratorium on software royalties. Mr Mac Síthigh, referring to a paper on open source software which he had presented to the Information Policy Committee, advised that the research opportunities for students should not be hindered by imposing strict IP policies on the use and development of software.

Dr Gibbons advised Board that the Department of Computer Science had presented a detailed document to the Business and Industry Committee outlining its concerns on the IP proposals, noting that this document would be considered by the Committee at its meeting on that day. Mr Gibbons requested that the Board defer a decision on the proposed policy until the Business and Industry Committee had considered the Department's proposals, noting that the newly appointed Associate Dean of Research should also have a role in the development of the policies.

The Board noted the Director of Research and Innovation's comments that discussions with the Department of Computer Science had been underway for one year and that the Business and Industry Committee would not be in a position to reach a decision on the latest submission by the Department before the summer, noting that the issues are complex and require legal advice.

The Board, following a long discussion in the course of which the concerns of the Department of Computer Science were noted, as was the urgency with which a policy and procedures document on IP is required for the College as a whole, approved the document as presented. In approving the document the Board noted that it was expected that, under the exceptions outlined in Section I.7 of the document, the Department of Computer Science would present a scheme to address the concerns of the software research community and, if approved by Board, would be an addendum to the College's policy.

Dr Gibbons dissented.

BD/04-05/348 Advisory Committee on Higher Degrees The Board approved the nominations of the Advisory Committee on Honorary Degrees, as presented by the Registrar, noting that those approved will be conferred with Honorary Degrees at the Winter Commencements 2005.

BD/04-05/349 Headship of School Under Other Business the Board approved the nomination of:

- (i) School of Computer Science and Statistics (comprising the Departments of Computer Science and Statistics): Dr D M Abrahamson (2005-2008)
- (ii) School of Business Studies: Dr G McHugh (2005-2008)

Mr Kearns, Ms Leahy and Ms O'Hara withdrew from the meeting.

BD/04-05/350 Board Elections Under Other Business, the Secretary invited Board's attention to the Board regulation in relation to the term of office for Board members elected to the Non-Academic Staff constituency. Having considered the options in relation to the term of office of the constituency's three candidates, the Board decided that in the election for the 2005 Board the two unopposed candidates should hold office for three years and that the one candidate elected on the basis of votes cast should serve for five years.

Mr Kearns, Ms Leahy and Ms O'Hara rejoined the meeting.

BD/04-05/351 Audit Committee The Board noted the draft minutes of the meeting of the Audit Committee meeting held on 17 June 2005, with particular reference to:

AD/04-05/45 Information Technology Security Audit of Trinity College Dublin In response to a query, Dr Allwright advised Board that the factors which led to the designation of the College's IT Security as 'high risk' by the consultants were based on the strict definitions of the Standard to which the College's systems were being compared and incorporated issues which have low probability of occurrence but a high impact factor. She also noted that they include issues which are beyond the control of IS Services and need to be addressed at a College level. The Board also noted that, in the time period since the conclusion of the review and the presentation of the report, a number of recommendations have been implemented by IS Services but that financial resources are required to address many of the key issues. The Board agreed that the report should be considered by the Information Policy Committee.

The Secretary and the Treasurer withdrew from the meeting.

BD/04-05/352 Governance The Provost introducing the item, invited Board's attention to two documents which had been circulated for discussion noting that it was intended to take decisions in relation to the matters raised at the next Board meeting on 6 July 2005.

The Senior Lecturer invited Board's attention to the paper entitled *Structures, Budgeting and Resource Allocation in Support Services: General Context and 'Roadmap' for Change*, dated 23 June 2005, which had been circulated. He drew Board's attention to the background to the proposals which he advised were part of the Board's overall restructuring plan to address: academic structures; academic resource allocation; and administrative renewal. He noted that, while significant movement on support services had to await the final outcome of the academic changes, considerable preparatory work had been undertaken and it was now necessary to establish clear and immediate objectives and priorities for action.

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The Senior Lecturer advised Board that the goals of the proposed initiatives were to:

- (i) make top-level support services structures and responsibilities more clear and unambiguous, more readily accountable and more streamlined in their ability to respond to internal and external demands, noting that an underlying principle is to devolve responsibility and accountability to a small number of directorates and to move away from the rather centralised form of management of more recent years;
- (ii) review the number, roles and responsibilities of Academic Officers in 2005/2006 in the context of the changes to the support services and the changes to academic structures and the introduction of the ARAM;
- (iii) to make initial administrative appointments to Schools during July 2005 and to ensure that all Schools will have an appropriate level of professional administrative support;
- (iv) provide a quality, value-for-money service where and when needed, noting that this debate must take account of the reality that there are some major economies of scale in the provision of support services, especially in the big expenditure areas such as the Library, buildings, central administration, academic services and student services and information systems;
- (v) develop an effective and transparent budget setting mechanism and an associated administrative resource allocation model noting that this matter is now being addressed by the ARAM Task Force and that work has already been completed on:
 - (a) the initial benchmarking of support services costs relative to other Irish universities and that the objective is to establish more insightful benchmarks based on international, research-driven, universities comparable in age and configuration to Trinity;
 - (b) initial Service Level Agreements that will make explicit the quality of service expected and to be provided between support services and Schools and between support services themselves.
- (vi) develop a College wide e-strategy that will integrate the information infrastructure to enable the new structures, systems and decision-making processes, a priority within which is the acquisition of a new financial management system to replace the outdated system in place and to secure the ARAM based resource allocation process and its management;
- (vii) implement a policy of consultation concerning change and to work fully within the existing agreed procedures and partnership process and to engage in more intensive consultation and information-sharing with all staff.

The Senior Lecturer also invited Board attention to the timetable for decisions and implementation as outlined in Appendix 1 of the paper.

The Bursar noted the use of the term 'Support Services' to denote the previously described non-academic areas, noting that underlying all the proposals is the conviction that all members of the College – academic and support – are working towards the same goal of achieving the College's objectives to the highest possible standard. He also reviewed the main goals underlying the proposals for the re-structuring of the support services as detailed by the Senior Lecturer. The Bursar invited Board's attention to Appendix 2 which outlined the results of the initial benchmark comparison with some Irish universities. He noted the many caveats which of necessity had to accompany this analysis and advised Board that comparability between institutions is very difficult particularly as special 'local' conditions prevail in each institution in specific areas. He advised Board that the comparison needs to be extended to comparator, research-led universities elsewhere, as the support services structures and cost base in other Irish

universities may not be the appropriate base to assume, noting that this would be undertaken in Michaelmas Term 2005.

In the course of a discussion, during which support for the restructuring process and a desire to see it implemented according to the highest possible standards was re-stated by Board members, the following issues were raised:

- (i) insufficient time had been allowed for the discussion at the meeting;
- (ii) the fact that decisions in relation to staffing are required of Board without adequate consultation with the staff and their representatives and the Partnership Committee is contrary to the assurances which have been given by Officers to Board over the past months and has resulted in grave disquiet and disappointment among those members of Board who have done all they can to support the re-structuring process since it was initiated in 2003;
- (iii) the appointment of administrative officers in Schools will have an immediate impact on the responsibilities and job definitions of existing technical staff and these matters have not been discussed and agreed with the relevant staff groups;
- (iv) there is grave disquiet among all sections of the support staff about the impending changes which are apparently being introduced without consultation and senior administrators are particularly concerned at the proposed restructuring of their areas which is being done without any meaningful discussion with them;
- (v) there is a risk that incorrect or misleading information could be the source of upset among staff in support areas and the current concerns should be addressed as soon as possible;
- (vi) the role of students as users of College services has not been acknowledged in the proposals outlined in Appendix 1 of the Senior Lecturer's and Bursar's paper, noting that the students contribute financially to these services through their Registration Fee;
- (vii) staff across all areas of the College are also the recipients of support services and need to be consulted about any proposed re-structuring;
- (viii) the impact on Schools, within the context of ARAM, of the cost of providing support services has to be considered in any review of services;
- (ix) the restructuring of support services should respond to the needs of students and staff in the Schools and should be carried out in consultation with them, noting that the strategic plans for Schools will inform their support requirements which should not be driven by a previously determined directorate arrangement for support services;
- (x) Heads of Schools should be consulted during the benchmarking exercise and international benchmarks which it was felt should have been available at this time will be required to facilitate meaningful discussions;
- (xi) the College is particularly at risk in a period of change and time should be allowed for the new Schools to become established before any significant changes are introduced in the support services, noting that this could be achieved by introducing a degree of flexibility into the timetable as presented in Appendix 1 of the paper;
- (xii) there is concern that, contrary to what was stated in the academic restructuring exercise, there seems to be little opportunity for devolution of functions from support services to Schools;
- (xiii) consideration could be given to the re-constitution of the Central Secretariat to provide support to Schools in the first instance.

The Board noted Ms O'Hara's comments in relation to the lack of clarity in relation to the purpose for which Service Level Agreements had been prepared in the Senior Lecturer's Area.

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In relation to the timing of decision-making, a number of Board members expressed concern that insufficient time was being given for consideration and discussion before decisions were required, a number of members noting that they had repeatedly requested that sufficient time be allocated for consideration of the impact of the academic restructuring on support services, noting that the option of additional Board meetings had been suggested on a number of occasions. The Board noted the views of some Board members that achieving the deadline of 13 July 2005 for the conclusion of consultation and arrangements for administrative support in new Schools would not be feasible in view of the fact that serious issues remain to be resolved including the Human Resource practices which will be in place in Schools.

The Provost and the Senior Lecturer advised Board that the decisions which will be required of Board at the next meeting will relate only to the time-table for the restructuring and budget-setting and administrative resource allocation and the e-strategy. The Board also noted the Senior Lecturer's recommendation that every effort should be made to achieve the deadline of 13 July 2005 in relation to administrative staff in Schools.

Due to the shortage of time, it was agreed to defer consideration of the Provost's memorandum, entitled *Support Services Structures*, which had been circulated.

In conclusion, it was agreed that the Board meeting on 6 July 2005 would commence at 10.00am and that consideration of governance issues would be the first item on the agenda, with an expectation that decisions would be made in relation to key issues.

SECTION B

See Minute BD/04-05/351 above.

SECTION C

BD/04-05/353 Staff Matter – Early Retirement The Board noted and approved early retirement for Mrs Dolores Murphy (Secretary's Office), with effect from 31 July 2005, on a cost-neutral basis.

BD/04-05/354 Proctors' Lists for First Summer Commencements The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 14 June 2005.

BD/04-05/355 Schools, Vice-Deaneries and Disciplines The Board noted that the following have been elected:

- (i) Head of School of Natural Sciences: Professor D Taylor, 2005-2008;
- (ii) Vice-Dean of Genetics and Microbiology: Professor D J McConnell, 2005-2008;
- (iii) Head of Discipline of Botany: Professor M B Jones, 2005-2008.

BD/04-05/356 Acting Headship of School of Pharmacy The Board noted and approved that Dr M Meegan would act as Head of School from 20 June to 25 July 2005.

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BD/04-05/357 Prizes and Other Awards – A J Leventhal Scholarship 2005 The Board noted and approved the recommendations of the Selection Committee as follows:

- Ms A Boden (€2,150)
- Ms L Gilleece (€1,045)

BD/04-05/358 Representation – Board of Froebel College of Education The Board noted and approved the nomination of Ms E E Oldham as the College's representative on the Board of the Froebel College of Education, Sion Hill, for three years from September 2005.

BD/04-05/359 Scholarship – Intermission The Board noted and approved that a non-Foundation Scholar, 99342821, does not now seek intermission (see BD/04-05/287 (iii) of 11 May 2005)

Signed:

Date: