

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 13 June 2006

- Present* Provost (Dr J Hegarty), Vice-Provost (Dr R M J Byrne), Registrar (Dr D J Dickson), Bursar (Dr D C Williams), Senior Lecturer (Dr C Kearney), Dr N Biggar, Dr A Donnelly, Mr H Kearns, Dr J M Kelly, Dr E Mac Cárthaigh, Mr D McCormack, Mr J Mannion, Dr D O'Donovan, Dr E O'Halpin, Dr J Parnell, Dr A Piesse*, Dr J K Vij.
- Apologies* Dr W J Blau, Dr A Butterfield, Ms G Clarke, Ms M Coffey, Ms M Leahy, Dr M A Lynch, Dr K J McGinley, Ms S O'Brien, Mr B Sweeney.
- In attendance*
- (ex officio)* Secretary, Treasurer, Assistant Secretary.
- (by invitation)* Dean of Students for BD/05-06/328.
- (present for)* *BD/05-06/313-328.

SECTION A

- BD/05-06/318 Board Membership** The Secretary advised Board that Mr Sheridan, President of the Graduate Students' Union, had resigned from Board. The Board, accepting Mr Sheridan's resignation, approved a recommendation that he be replaced, until 12 July 2006, as a member of Board, by the Vice-President of the Graduate Students' Union.
- BD/05-06/319 Minutes** The minutes of the meeting held on 31 May 2006 were approved and signed subject to the following amendments.
- BD/05-06/288 ARAM** The phrase 'his concerns' was replaced with 'concerns expressed by many Board members' in the first line of the fifth paragraph on page 4.
- BD/05-06/303 Finance Committee** The spelling of Mr McCormack's name was corrected and the minute in relation to FN/05-06/81 was amended to reflect the fact that Mr Sheridan did not withdraw from the meeting for that item on the agenda. The attendance list was also amended to reflect this correction.
- BD/05-06/320 Matters Arising from the Minutes** A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes BD/05-06/321, 322, 323, 324).
- BD/05-06/321 Voting rights of newly-elected Fellows (see minute BD/05-06/286 of 31 May 2006)** The Registrar advised Board that the Visitors had determined that newly-elected Fellows should be given the opportunity to give their assents to the proposed Calendar changes

and that Friday 16 June 2006 was the deadline for the receipt of assents. The Board noted that all responses from the Fellows would be counted on 19 June 2006.

BD/05-06/322 ARAM (see minute BD/05-06/288 of 31 May 2006) In response to queries, the Secretary advised Board that, while it would not be appropriate to have a formal Board meeting with the Heads of School in attendance, consideration could be given to appointing a sub-group of the Board to meet a sub-group of the Heads' Committee to discuss ARAM issues. This Board sub-group could then report the views of the Heads of School to Board at a future meeting. The Senior Lecturer agreed to facilitate any such meeting.

BD/05-06/323 Task Force 2 (see minute BD/05-06/290 of 31 May) The Secretary advised Board that due to the very high volume of out-standing business, there would be an additional Board meeting on 26 June at 10.30 am.

BD/05-06/324 Strategic Planning The Provost, introducing the topic, invited Board's attention to the various strands of the strategic planning exercise which had taken place since September 2005, noting in particular that the 2003-2008 Strategic Plan had been updated and that it was now available for consultation on the College's website. New Schools had developed their own strategic plans and the Provost noted that, while the process had been more complex and had taken longer than anticipated, there was now a good foundation for timely updates in the future. He advised Board that staffing proposals arising from the Schools' strategic plans had been considered in detail by Executive Officers and the Resource Management Committee and recommendations were presented to Board for consideration under item A.1 (iii) of the agenda.

- (i) **Strategic Planning Process** The Vice-Provost invited Board's attention to a memorandum, dated 6 June 2006, which had been circulated. She also invited attention to the previous Board consideration of the strategic planning process which had been initiated in September 2005, (minute BD/05-06/142 of 1 February 2006 refers). The Vice-Provost advised Board that the Strategic Planning Task Force had finalized its work in joint meetings of the two coordinating groups which had been chaired by the Provost. In considering the top-down and bottom-up approaches which had been taken in the development of the Plan, the Board noted the key strategic research, education and resource objectives which had been taken into account at the College level. The Vice-Provost also invited attention to the factors which had been taken into account in the development of the Schools' plans, the first phase of which had been concerned with planning for research, graduate education, undergraduate education and contribution to society. The second part had been concerned with planning for staffing, infrastructural and financial resources and the Vice-Provost paid tribute to the very significant work which had been carried out in the Treasurer's Office, the Staff Office and the Senior Lecturer's Area to provide the necessary current and historical data for this exercise.

The Vice-Provost outlined the various communications exercises which had taken place as part of the strategic planning process, including workshops, the development of a website and briefing meetings. She advised Board that it was hoped that, as strategic planning continues to develop in the future, the participatory nature of the process would be embedded through School committees and other fora.

In conclusion, the Vice-Provost advised Board that the strategic planning process which was developed this year had enabled a rigorous and transparent

alignment of the College's Strategic Plan and the Schools' plans. She noted that a strong strategic plan is central to achieving the College's mission of excellence in research and education and being well positioned to compete for external funding. The HEA had indicated that its revised funding model will place emphasis on some funds being contingent on strategic performance and outcomes. The Board noted that the strategic planning process will continue to be refined to ensure that it serves its purpose effectively in supporting the development of the College's strengths in research and education to ensure that it can fulfil its mission. The strategic planning process will be reviewed later this year and a set of recommendations for the future development of strategic planning will be brought to the Board for consideration.

- (ii) **Strategic Plan Update 2006** The Vice-Provost invited Board's attention to the Draft Strategic Plan Update, dated June 2006, which had been circulated. She noted that this draft had also been placed on the College's website with an invitation to members of the College community to submit their views on the Plan. She noted that the update was one outcome of the top down and bottom-up strategic planning process that had occurred this year and it was the product of widespread discussion within the College. She noted that the draft is an update to the existing College Strategic Plan 2003-2008. In response to a query, the Vice-Provost advised Board that it was anticipated that the draft document would be considered by Council and within Schools over the coming weeks. She advised Board that, following the consultation process, the document would be re-drafted and submitted to Board for final approval at its meeting on 5 July 2006.

The Board noted the structure of the document, and in particular the progress which had been made in implementing the actions specified in the 2003-2008 Plan. The Vice-Provost invited attention to the emphasis on strengths in research and the breadth of scholarship, and the benefit to students of a balance between, critical mass in areas of strength, and excellence in a spread of disciplines, as well as to the emphasis on students being at the heart of the University. The Board noted challenges such as the under-resourcing of the University sector and its consequences. The updated plan outlines the development of each of the College's strategies viz.:

- Research
- Graduate education
- Undergraduate education
- Contribution to society
- Human resources
- Infrastructure
- Governance and stewardship of resources

The Board noted the key points in each of these strategies and Vice-Provost invited attention to the headline actions and expected impact of the 2006 updated Strategic Plan.

In the course of a detailed discussion, Board members, welcoming the draft report, requested that, in view of the importance of the following issues to the long-term development of the College, they should be addressed in the final version of the updated Strategic Plan:

- (i) a strategy for Research Fellows;
- (ii) the Strategic Plan for Student Services;
- (iii) the recognition of a need for a balance across all research disciplines to ensure the maintenance and development of a broad undergraduate teaching base and to encourage the on-going development of new areas

of research activity. The dangers of the perceived exclusion of areas not identified as research pillars were discussed and it was agreed that the terminology and definition of strategic research areas needed to be reviewed. Concerns about the full implementation of ARAM in the allocation of resources across different academic areas were expressed in the context of the perceived exclusivity of the research pillars. (The Provost advised Board that it was hoped that the strategic research areas would be successful in securing funds from the forthcoming government research and development initiatives.);

- (iv) clarification of the criteria for the definition of the proposed Graduate Divisions;
- (v) the space requirements of the proposed increases in the numbers of postgraduate students and academic staff;
- (vi) the need to ensure that the new academic structures maintain the democratic opportunities which prevailed under the previous arrangements;
- (vii) the opportunities of inter-disciplinary academic activities in the context of ARAM, which it was noted could make such relationships more difficult.

In response to a queries the Vice-Provost advised Board that:

- (a) it is envisaged that benchmarking of research achievements will be an on-going activity and will need to be developed in such a way as to facilitate the development of new research areas;
- (b) the costs of proposed activities are estimates based on the best available information taking into account all the parameters associated with each proposed activity;
- (c) the exclusion of engineering from the research areas within CRANN had been an oversight and would be addressed in the final version of the Plan.

The Board noted comments about the significant role being given to CAPSL in the Plan and the need to ensure that the College receives value for money from the Centre's activities. The Board also noted a number of editorial amendments proposed by Board members and the Vice-Provost's request that such suggestions be sent directly to her.

In response to a query, the Senior Lecturer advised Board that the proposed 'Trinity Experience Forum' was intended to engage with students and staff in relevant areas of College in order to define and develop students' experiences, both academically and socially, during their time in College.

In response to a query, the Secretary advised Board that a sub-group of the Research Committee is currently developing an Ethics Policy for consideration by Board in due course.

In conclusion, the Vice-Provost thanked all those in the College community who had contributed to the development of the Plan and invited Board members to submit comments directly to her.

- (iii) **Recruitment – Staffing Proposals 2006-2007** The Vice-Provost invited Board's attention to the following documents which had been circulated: (i) a memorandum from the Vice-Provost (ii) proposals for staffing plans for Schools; and (iii) a memorandum from the Resource Management Committee, all of which were dated 8 June 2006. The Board noted the minutes of the Resource Management Committee meeting, held on 8 June 2006, which had

been tabled. The Vice-Provost advised Board that application had been made by Heads of School for more than 120 posts for the period 2006-2007 and that recommendations in relation to 70 posts were being presented to Board for consideration at this meeting.

The Provost stated that, while the ARAM had provided a context for the development of staffing proposals, it had not been the driving force and that matters such as continuity of academic activities, management within limited budgets, support for constructive change, and flexibility for future development had been key criteria in reviewing staffing proposals. The Board noted that feed-back on the staffing recommendations had been provided to the Heads of School at both a meeting of the Heads of School Committee and on an individual basis. The Vice-Provost invited attention to the span of staffing proposals, across both underfunded and overfunded Schools.

The Provost advised Board that it was hoped to be in a position to make staffing recommendations during Hilary Term next year and he noted that it was anticipated that, as was the case this year, ARAM would provide the context for the proposals but that the Schools' and College's strategic requirements would be the dominant criteria in the assessment of proposals.

In response to a query, the Provost advised Board that it was expected that external funds would be secured to support the additional posts recommended by the international review panel for CRANN, noting that these funds would not be required until 2007/2008. In response to queries, the Board also noted that the strategic plan for the School of Medicine was expected by the end of June. The Treasurer advised Board that discussions are on-going with the HEA to secure the additional funds required by the Irish School of Ecumenics to rectify a relatively modest difference between the initial annual funding allocated by the HEA and that required by the School to break-even under ARAM.

In considering the staffing proposals as presented, a number of Board members expressed concern that approval for the posts at this time was an implicit endorsement of ARAM, and its implementation, prior to further consideration of ARAM issues by the Board as had been agreed (minute BD/05-06/288 of 31 May 2006 refers). Concern was also expressed by a number of Board members that approving the proposed posts would necessitate all over-funded Schools transferring 40% of their over-funding to under-funded Schools this year and that, if these funds could not be transferred, the College may incur a financial deficit at the end of 2006/2007. Disquiet was also expressed at the costs associated with the recruitment of additional administrative staff to Schools.

In response to the concerns expressed by Board members, the Provost advised Board that, in the absence of funds for a College Strategic Fund, the staffing proposals, as presented, offered the best way forward for the next academic year. He noted that, as it is expected that the external funding environment will improve over the coming months, there should be more flexibility to address staffing needs for 2007/2008.

The Bursar advised Board that the staffing plans were based on the commitments which Heads of School had made in relation to the transfer of funds, noting that a 40% transfer had not been possible in all cases. The Board noted that ARAM will be subject to on-going refinement and review which will allow concerns about unintended consequences of the model to be addressed.

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The Senior Lecturer invited Board's attention to the academic necessity of approving the posts as proposed, so that the College can maintain its excellence in teaching and research. In response to a query, he advised Board that the two new Schools (the School of Languages, Literatures and Cultural Studies and the School of Drama, Film and Music) were developing plans to identify staffing requirements to maintain their academic activities but that there was no explicit, or implicit, understanding that they would reach the ARAM 40% target at this time.

In response to the concerns expressed by Board members about the implications for the future of ARAM of accepting the staffing proposals as presented, the Provost proposed that there would be no further consideration of the future of ARAM before the summer vacation, but that early in the next academic year, there would be a full Board discussion on the implications of ARAM and the consequences of its implementation to date. He proposed that this review would be prepared by the ARAM Task Force over the summer vacation taking into account all the issues which have been raised in various College fora in recent months.

Board members, expressing support for the staffing plans as proposed, approved the proposals in the context of the ongoing review and revision of ARAM.

BD/05-06/325 ARAM The following documents were considered for this item: (a) Progress Report from the Bursar dated 29 May, which had been circulated for the Board meeting on 31 May 2006; (ii) Explanatory Booklet on ARAM which had been circulated for the Board meeting on 5 April 2005; (c) Report from the Heads of School ARAM sub-committee, dated 15 May 2006.

The Senior Lecturer invited Board's attention to the Report of the Heads of School sub-committee where it was noted that there was general acceptance of the principle of ARAM but that specific issues in relation to weightings across the various academic activities were of concern and would be considered by Board early in Michaelmas Term 2006.

Board members requested that they be given the opportunity to keep ARAM under annual review to ensure that the application of the model and its outcomes remain aligned with the College's strategic objectives. The Board noted Mr Kearns's comments about the discussions which had taken place on the introduction of ARAM by the previous Board, noting that an annual review and continued updating was understood, at that time, to be part of the on-going process.

The Bursar invited Board's attention to the issues which had been raised in a number of fora in College in relation to the operation of ARAM and which are currently being considered by the ARAM Task Force.

The Board noted that a number of Board members requested that, in reviewing the ARAM and its operation, the following issues should be considered: (a) criteria used in the ARAM model; (b) the rate at which the model is being introduced; and (c) the need to ensure that funds are not transferred from undergraduate teaching to research.

In response to comments from the student members of Board, the Senior Lecturer advised that he had had several meetings with student representatives on ARAM issues and he invited them to submit their concerns in detail to the ARAM Task Force. In response to a query, the Secretary advised Mr Mannion that the Board can receive any

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Resource Management Committee papers it wishes by requesting them directly from his Office.

The Treasurer advised Board that, having reviewed the ARAM-related questions submitted by Board members, consideration might be given to holding an ARAM workshop at the beginning of Michaelmas Term 2006, which Board members might wish to attend. She suggested that the objective of the workshop would be to explain the mechanics of ARAM and the application of data to the model, noting that there could also be an opportunity to test the sensitivity of the model according to different scenarios. Board members agreed that such a workshop should be held in advance of a Board discussion on ARAM policy, and future development.

It was agreed that Board decisions in relation to the future of ARAM would be taken in advance of academic staffing decisions for 2007/2008, noting that the Provost had indicated that such decisions should be made in Hilary Term 2007.

The Bursar advised Board that he would be presenting a paper to Board at its meeting on 5 July 2006 in which proposals on a number of issues would be presented for consideration and decision, noting that these decisions would not pre-empt the outcome of the proposed discussions in Michaelmas Term 2006.

BD/05-06/326 Dublin Molecular Medicine Centre (DMMC) The Secretary invited the Board's attention to a memorandum, dated 7 June 2006, which had been circulated with the Dublin Molecular Medicine Centre Directors' Report and Financial Statements for the year ended 30 September 2005. The Secretary advised the Board that Professor Dermot Kelleher, Dr David Lloyd and he are the College-nominated Directors. He invited Board's attention to the following key issues.

- (i) The DMMC's financial statements had been signed without qualification by the Auditors.
- (ii) During 2005, following agreement by the founding owners – TCD and UCD - the Royal College of Surgeons in Ireland had become an equal partner. Some members of the DMMC Board are of the view that strategic links should be formed with UCC and NUIG but at this stage there is no suggestion that ownership would change.
- (iii) The completion of the Genome Resource Units at the Mater Hospital and St Vincent's Hospital was a major success during 2005.
- (iv) Substantial progress was made on a number of cross-institutional research programmes; these were funded in part by the HRB, Irish Cancer Society and Wellcome Trust among others.
- (v) Short, taught courses offered under DMMC were used by postgraduate students to supplement research degrees and by post-doctoral fellows and staff in the Colleges and hospitals as career-training.
- (vi) Specific funding for the DMMC Directorate was an issue of concern during 2004/2005 because of delays in PRTL 4. By agreement with the HEA, some funds from the Programme for Human Genome were reallocated to fund the Directorate and funding is now secure until December 2007. It is anticipated that with the advent of PRTL 4 the funding position beyond this will become clear during the coming year.

In response to queries, the Secretary clarified a number of technical issues associated with the financial statements. It was noted that the Finance Committee would receive a copy of the Financial Statements.

The Board thanked the Secretary and noted the report.

BD/05-06/327 Student Services: Reviews of Careers Advisory Service, Student Counselling Service, Disability Service The Dean of Students, present by invitation, attended for this item. The Provost advised Board that the three student service departments had been reviewed by External Reviewers in Trinity Term 2005, noting that these were the first external quality reviews of this kind for the Student Counselling Service and the Student Disability Service and that it was the second such external review for the Careers Advisory Service. The Board noted that the review process was similar to that for academic departments/Schools, the main difference being that these summary reports were first submitted to Student Services Committee (rather than the University Council), since this was considered to be the most relevant forum for initial discussion of student services prior to submitting them to Board for consideration.

The Provost advised Board that some of the major findings of the reviews had been taken into account in the Student Services Strategic Plan 2006-8, which was presented previously to Board (minute BD/05-06/179 of 1 March 2006 refers).

1. **Careers Advisory Service (CAS)** The Provost advised Board that the overall conclusion of the Reviewers was that the Careers Advisory Service is *"meeting an important need through work of high quality that is recognised as such by its users"* and they found *"much evidence of strength and good practice associated with the Service"* as it is currently structured. Feedback received by the reviewers was strongly positive on nearly all areas. The Reviewers had supported the work of the CAS in promoting the Personal Development Programme (PDP) and made suggestions on how this might be made more effective. They had also noted that data collected in the PDP and Transferable Skills programmes could help in providing more information on the medium and long-term career progression of graduates. The Board noted the Reviewers' recommendations in relation to a number of specific areas and also noted comments in relation to the inadequacy of the premises occupied by the CAS, particularly as they are not accessible to students with impaired mobility.

The Dean of Students, welcoming the positive report from the Reviewers, addressed a number of specific issues raised by the Reviewers' and invited Board's attention to the need for CAS to increase its linkages with the newly-formed Schools. The Dean highlighted the importance of employability in our degree programmes, and noted that a number of initiatives developed by the CAS were dependent on short-term funding and require additional resources.

The Provost invited Board's attention to the following recommendations which were proposed in light of the review report and the responses from the Dean of Students and the Director, Careers Advisory Service:

- (a) that the CAS should:
 - (i) review procedures for obtaining feedback from users and non-users;
 - (ii) consider processes for assessment of the needs of individual users of the Service;
 - (iii) review the current model for the delivery of the Personal Development Programme and assess the feasibility of greater customization and flexibility in the modes of delivery;
 - (iv) working with the Student Services Committee, keep under review the level of IT development in the area, and, if appropriate, make recommendations for improvement in this regard;

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- (v) consider how a longitudinal study of career progression, and the issues arising from this, and its funding, might be addressed.
- (b) that the College should:
 - (i) through CAPSL, and the Heads Committee, assess the potential for incentivization, through credits or other awards, to increase the recognition and value of the Personal Development Programme for students and potential employers;
 - (ii) articulate more clearly College policy and student entitlement in regard to Careers advice;
 - (iii) give a higher priority to employability issues in the context of teaching and learning; this should address how graduates are prepared for employment, and how engagement with potential employers might begin at an earlier stage than is currently the practice;
 - (iv) through the Student Services Committee, address the issues relating to the adequacy of the physical facilities, and appropriate location of the Service.

The Board approved the recommendations.

2. **Student Counselling Service (SCS)** The Provost advised Board that the overall impression of the Reviewers is very positive: the SCS is *“creative, productive and does a substantial amount of demonstrably effective work, contributing well to TCD’s needs and agenda. It is clearly valued by users, tutors and pastoral staff”*. The Reviewers had noted that the SCS also provides a Learning Support Service that undertakes a number of specialist projects and initiatives funded through short-term HEA grants. The Board noted that the Reviewers had expressed concern about the high number of contract staff and that they had highlighted some issues relating to the core counselling activities. The Reviewers had commented positively on various projects undertaken by the SCS, including the Peer Support activities. The Reviewers highlighted a number of infrastructure issues including space constraints and inaccessibility for wheelchair users.

The Provost advised Board that much of the review report related to the learning support activities of the service and noted that, while the Reviewers had not made specific recommendations on the SCS, they had forwarded two alternative models for College to consider regarding the strategic development of the service:

- (a) to continue with learning support within the Counselling Service, in which case the name of the service should be changed to reflect this; or
- (b) to re-locate learning support to CAPSL.

The Dean of Students, welcoming the positive report from the Reviewers addressed a number of specific issues raised by the Reviewers and invited Board’s attention to the need for the College to decide on the location of the learning support activities. The Board noted that the SCS has a strong preference to retain the service, particularly because of the often strong relationship between the need for learning support and counselling services. The Board noted the recommendation from the Student Services Committee that any discussions on this issue should include the Senior Lecturer, the Director of CAPSL, the Director of SCS and the Dean of Students. The Dean noted that, should the learning support staff move to CAPSL, then this would leave a significant gap in the IT resources of the SCS, which would have to be addressed.

In response to queries, the Senior Lecturer advised Board that now that the Student Counselling Service has been mainstreamed into the College's block-grant by the HEA, there are opportunities to place the service on a stronger financial base for the future. He also noted opportunities which the Government's Strategic Innovation Fund might offer in this regard.

The Board noted Mr McCormack's comments about the unsuitability of the CAS's and the SCS's physical locations, noting that this was a major issue for students.

The Provost invited Board's attention to the following recommendations which were proposed in light of the review report and the responses from the Dean of Students and the Director, Student Counselling Service:

- (a) that the Service should:
 - (i) consolidate its strategic objectives in the context of the strategic plan for Student Services;
 - (ii) review its procedures and processes for dealing with periods of peak demand for the Service, and consider how this might be differently addressed;
 - (iii) review the relationship with other student support areas, including the Health Service, with a view to exploring how each area can get maximum benefit from mutual cooperation;
 - (iv) in conjunction with the Student Services Committee, and in cooperation with other support areas, review requirements for IT Services.
- (b) that College should:
 - (i) taking account of the alternative possibilities for Student Learning support – through the Student Counselling Service or through CAPSL – consider where and how this may be most appropriately supported;
 - (ii) through the Student Services Committee, and working with the Site and Facilities Committee and the Director of Buildings, consider how physical access to the Counselling Service for students with disability can be improved;
 - (iii) consider, through the Student Services Committee, the adequacy of the resources, including staffing, available to the Service, in the context of changing student demographics, including the increasing numbers of international and non-traditional students.

The Board approved the recommendations.

3. **Student Disability Service (SDS)** The Provost advised the Board that the Reviewers had felt that the Student Disability Service was "*an excellent service which is student focused...*", noting that the Service has undergone enormous growth in the last five years. The Reviewers had noted that sometimes little thought is given to how students with a disability might participate in a particular course and that, while they found that TCD adopts an inclusive approach in the setting and scheduling of examinations, they noted that other strategies have not as yet been considered by the College.

The Board noted the Reviewers' comments on the impact of funding uncertainties resulting in the loss of valuable staff and disimprovement in the quality of the student experience. The Reviewers had recognised that some of

the historic features of the campus would be difficult to alter, but that the College needs to embrace, more fully, the concept of universal access. They specifically stated that the needs of blind and visually impaired should be considered. The Board also noted the requirement under the Disability Act 2005 to develop an integrated plan for physical access to buildings by 2007.

The Provost advised Board that the Reviewers had suggested that the Service should be given a stand-alone status within the College's administrative structures. The Dean of Students advised Board that a group, comprising the Senior Tutor, the Secretary to the College, the Dean of Students and a Board member, would be established to review the line management and reporting arrangements for the SDS and to make a recommendation to Board in due course.

The Dean of Students, welcoming the positive report from the Reviewers, addressed a number of specific issues raised in this report, noting that there is a need to raise awareness throughout the College about the needs of students with disabilities and the integration of their requirements into the curriculum in terms of course design, delivery and assessment. The Senior Lecturer advised Board that the SDS would be invited to contribute to the discussions on modularisation with a view to addressing the curriculum needs of students with disabilities.

The Dean of Students invited Board's attention to the need to mainstream the funding for the SDS. The Board noted Mr McCormack's comments about the serious impact which insufficient funding has on the provision of services to students with disabilities. The Board also noted comments in relation to difficulties which had arisen due to the lack of continuity of staff as a result of uncertainties in funding.

The Provost invited Board's attention to the following recommendations which were proposed in light of the review report and the responses from the Dean of Students and the Director, Student Disability Service that:

- (i) that a Task Force be established by the Student Services Committee to review the reporting structure for the Coordinator of the Student Disability Service;
- (ii) that the College continue its inclusivity and whole institution approach to disability;
- (iii) that CAPSL, in consultation with the Student Services Committee, review the extent to which disability is taken into account in course content, teaching and assessment, and, if necessary, bring forward proposals for development;
- (iv) that, through the Student Services Committee, staffing arrangements are continuously reviewed with a view to mainstreaming the Student Disability Service to the maximum extent possible;
- (v) that College continues to move to principles of universal design in the planning and development of physical facilities;
- (vi) that, in the context of overall risk management and review, the specific needs of the Service be continuously monitored, as it is likely that there will be an increasing need to accommodate persons with disability within College.

The Board approved the recommendations.

The Board requested that the proposals to implement the recommendations in relation to the three areas be brought to Board and Council for consideration in due course.

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BD/05-06/328 Task Force 1 Update The Bursar advised Board that the report from Task Force 1 was almost complete and that it, together with a proposal on the development of an e-strategy for the College, would be put on the College's website for consultation early in the week commencing 20 June 2006, noting that it would be circulated to Board members by email, in the first instance, for discussion at the meeting schedule to take place on 26 June 2006 and for decision on the meeting on 5 July 2006.

BD/05-06/320 Pensions in the context of the Protection of Employee (Fixed Term Work) Act, 2003 (FTW Act), The Secretary advised Board that under the FTW Act, fixed-term workers are entitled to the equivalent pro rata pension benefits as permanent staff.

In order to meet the needs of fixed-term workers in this regard, the College has moved substantially towards a policy of Defined Contribution Scheme, rather than a Defined Benefit Scheme. The Board noted that the new Defined Contribution Scheme had been introduced from 1 April 2006. The Secretary advised the Board, that notwithstanding the full involvement of the HEA and the Department of Education and Science in the discussions on the Defined Contribution Scheme, the College was advised recently by the HEA that the Department of Finance had indicated its view that fixed-term workers should become members of the Model Scheme, which the College had introduced on an administrative basis for permanent members of staff. The Board noted that the Department of Finance had indicated that the Model Scheme, unlike the proposed Defined Contribution Scheme, would be on a 'pay-as-you-go' basis. He stated that the response of the IUA is that this is acceptable on the understanding that the current arrangements in respect of State's funding and liabilities of the scheme in DCU and the University of Limerick will apply in respect of all Schemes. He also advised that clarification is required on a number of other issues.

The Board noted that, where fixed-term workers are paid from research accounts, the individual Research Account holders are liable for the employer's contribution to their pensions.

The Secretary concluded by stating that fixed-term workers are unequivocally entitled to a pension and that the College has made provision for this up to 30 September 2005 after which it became a charge to research accounts in the case of Schools. Further clarification is now being sought on the Department of Finance's view.

In response to a query, the Treasurer advised Board that in situations where research contracts were signed prior to the requirement for pension provision for fixed-term workers, the College will be liable for the costs of the pensions. She advised Board that pension liabilities will be considered on a case-by-case basis with individual Principal Investigators.

BD/05-06/330 Marino Institute of Education The Registrar advised Board that, since he had invited Board's attention to preliminary discussions which had commenced with the Marino Institute of Education (MIE) (minute BD/05-06/213 of 5 April 2006 refers), he and the Secretary to the College had had a number of meetings with representatives of the existing Trustees of the MIE. He stated that the College's legal advisors had been instructed to enter into discussions with the Trustees' legal advisors to explore the possibility of establishing a co-trusteeship between Trinity and the MIE. The Registrar invited Board's attention to the opportunities and the risks which such a co-trusteeship might offer the College and advised that a detailed written report would be presented to Board for consideration in due course.

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BD/05-06/331 Annual Office 2006/2007 The Board noted, for approval at its meeting on 5 July 2006 the nominations for Annual Officership for the academic year 2006-2007, as presented by the Provost, further noting that the positions of Junior Proctor and Senior Dean would be clarified shortly.

BD/05-06/332 Policy on the use and renewal of Fixed Term Contracts The Secretary invited the Board's attention to a memorandum from the Staff Secretary, dated 29 May 2006, and to a draft actum from the meeting of the University Council of 7 June 2006, which had been tabled. The Secretary advised Board that, under Section 9 (1) of the Protection of Employees (Fixed Term Work) Act 2003, when a fixed-term employee completes or has completed his or her third year of continuous employment, this contract may be renewed by the employer once only and for no longer than one year. Section 9 (2) provides that where, after July 2003, a fixed-term employee is employed on two or more continuous fixed-term contracts and the date of the first contract is subsequent to the date on which the Act was passed (14 July 2003), the aggregate duration of such contracts shall not exceed four years. Contravention of the subsection (1) or (2) of Section 9 will entitle the employee to a contract of indefinite duration.

The Board noted that while College policy is to fill permanent posts through competition, following advertisement, the Personnel and Appointments Committee recognises that in exceptional circumstances a departure from this policy may arise, and is preparing a policy on the treatment of exceptional cases. This will be brought to Board for consideration in due course.

The Secretary advised Board that the policy on the use and renewal of fixed-term contracts had been approved by PAC and Council and had been circulated to the Partnership Committee.

The Secretary clarified a number of technical queries, noting that while the policy has the support of the Staff Office, it will put a heavy resource burden on its staff to implement it.

The Board approved the policy as presented.

BD/05-06/333 Additional Board meeting Under Other Business, the Secretary advised Board that in order to give Board the opportunity to discuss a number of issues prior to making decisions on 5 July 2006 there would be an additional Board meeting at 10.30 am on Monday 26 June 2006.

BD/05-06/334 Membership of Principal Committees Under Other Business the Registrar noted that due to Dr O'Dell's resignation there may be an opportunity to make some changes to Board membership on Principal Committees and he invited Board members to advise him if they wished to change from the Principal Committee of which they are currently a member. He stated that an email to this effect had been sent to all Board members.

SECTION B

- BD/05-06/335 Information Policy Committee (see Actum CL/05-06/167 of 10 May 2006)** The Board noted, and where appropriate, approved proposals in the draft minutes of the meeting of the Information Policy Committee on 2 May 2006.
- BD/05-06/336 Personnel and Appointments Committee (see Actum CL/05-06/168 of 10 May 2006)** The Board noted, and where appropriate, approved proposals in the draft minutes of the meetings of the Personnel and Appointments Committee on 18 May 2006. Dr O'Halpin paid tribute to the very significant work carried out by the Staff Office in meeting the needs of PAC under such severe deadlines.
- BD/05-06/337 Resource Management Committee** The Board noted the minutes of the meetings of the Resource Management Committee on 8 June 2006. In response to Mr Mannion's comments about the unavailability of papers in advance of the meeting, the Senior Lecturer advised Board that the meeting had, of necessity, been called at very short notice to approve the decisions on staffing in Schools.
- BD/05-06/338 Student Services Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the meeting of the Site and Facilities Committee on 27 April 2006. The Senior Lecturer undertook to try and provide a breakdown of the student charge as requested by Mr McCormack.

SECTION C

- BD/05-06/339 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 30 May 2006, as circulated.
- BD/05-06/340 Calendar - General Regulations** The Board noted and approved a memorandum from the Junior Dean and Senior Dean, circulated dated 7 June 2006.
- BD/05-06/341 Almanack** The Board noted the Almanack, as circulated.
- BD/05-06/342 School of Pharmacy and Pharmaceutical Sciences – Acting Headship** The Board noted and approved the nomination of Dr M J Meegan as acting head of School for five weeks from 10 July 2006.
- BD/05-06/343 Nominating Committees** The Board approved the following membership:
- (i) **CRANN – Research Manager – Administrative Grade 3/2 (contract of indefinite duration)**
Dr D O'Brien
Professor J M D Coey
Dr C Kelly
Mr M Shaw (INTEL)
 - (ii) **Senior Lecturer's Area (Examinations and Timetables) – Administrative Officer – Administrative Grade 3 (one year contract)**

Incorporating any amendments approved at subsequent Board meetings

Assistant Academic Secretary (Acting) (Ms A Anderson)
Dr M J Carroll
Ms G E Fallon
Ms E Hayes

BD/05-06/344 Scholarship – Request for Intermission The Board noted and approved the request of the Senior Lecturer that a Non-Foundation Scholar (01923374) be permitted to intermit Non-Foundation Scholarship in the academic year 2006-2007, constituting a second year of intermission (having previously intermitted in 2005/2006).

Signed:

Date: