

The University of Dublin

Trinity College

Minutes of Board Meeting, 2 April 2008

<i>Present</i>	Provost (Dr J Hegarty), Vice-Provost (Dr R M J Byrne), Registrar (Dr J Barkhoff), Senior Lecturer (Dr C Kearney), Dr A Butterfield, Mr A Byrne, Ms M A Coffey, Dr J F Donegan, Mr A Frenda, Ms U Faulkner, Dr J M Kelly, Dr E Mac Cárthaigh, Dr K J McGinley, Mrs P E Murphy, Dr D P O'Donovan, Dr J A N Parnell, Dr A J Piesse, Dr H J Rice, Mr B Rock, Mr M A Slevin, Mr B Sweeney, Dr J K Vij.
<i>Apologies</i>	Bursar (Dr D C Williams), Ms G M Clarke, Dr A C Donnelly, Dr E J O'Halpin, Dr S M Ryan.
<i>In attendance (ex officio)</i>	Secretary, Acting Treasurer, Assistant Secretary.

**BD/07-08/224 Minutes** The minutes of the meeting held on 27 February 2008 were approved and signed subject to the following amendments:

Dr Lynch was removed from the list of those present.

**BD/07-08/197 Regulations for Election to Board** The memorandum from the Secretary, dated 20 February 2008, and the approved Regulations for the Election to Board were included as Appendix 3 to the minutes and the sentence '(See Appendix 3 to this minute).' was included at the end of the minute.

**BD/07-08/199 An Post Site Development** The following text was inserted after the phrase 'Site and Facilities' at the end of page seven, 'Committee had been fully briefed by the Director of Buildings with regard to'

**BD/07-08/225 Matters Arising from the Minutes** A number of matters arising from the minutes were discussed and have been recorded below, (see minutes BD/07-08/226, 227, 228, 229).

**BD/07-08/226 Provost's Report (see minute BD/07-08/189 of 27 February 2008)** The Provost advised Board that he hoped to present a nomination for Bursar to Board for approval at the next meeting.

**BD/07-08/227 Restructuring (see minute BD/07-08/196 of 27 February 2008)** Dr Kelly invited Board's attention to the following motion which had been discussed by the Fellows at their meeting on 3 March 2008 and which the Fellows had requested be brought to the attention of the Board:

*'The Fellows advise the Board that no person should be appointed to the position of Chief Operating Officer before the job description has been approved by the Board, and before the statutory amendments have been approved by the Board and assented [to] by the Fellows and the Visitors concerning the roles and responsibilities of the Chief Operating Officer, the Chief Academic Officer, the Annual Officers and the College Secretary and Treasurer'.*

He advised Board that, following three speeches in favour of, and three speeches against, the motion it had been defeated by a margin of one, forty-seven votes having

been cast. He noted the importance of providing clarity, in the public domain, on the roles of the current and proposed officers as soon as possible.

**BD/07-08/228 Provost's Report (see minute BD/07-08/199 of 27 February 2008)** The Board noted that An Bord Pleanála had approved the College's proposed development on the An Post site.

**BD/07-08/229 Heads of School Committee (see minute BD/07-08/207 of 27 February 2008)** In response to a query, the Senior Lecturer advised Board that the regulations concerning the election to Head of School are available on the College's website.

**BD/07-08/230 Provost's Report** The Provost invited the Board's attention to the recent articles in the media concerning future funding and development of the university sector.

**BD/07-08/231 Restructuring (see Actum CL/07-08/115 of 5 March 2008)**

- (i) **Annual Officers and the Role of the Provost** The Provost, introducing the topic, invited Board's attention to the statutory time-table for the nomination and approval of Annual Officers. He stated that as it can take some time to identify Annual Officers and, in order to give newly appointed Officers time to shadow their predecessors, it would be desirable if decisions in relation to the future role of Officers could be made at the Board meeting on 23 April. The Provost also invited the Board's attention to decisions which had been made previously in relation to the title of the Chief Academic Officer (minute BD/06-07/352 of 26 June 2007 refers).

The Senior Lecturer invited Board's attention to the Draft Report on Annual Officers which had been circulated, and he advised Board that the points raised in the Board's discussion would be taken into account when the final proposals were being drafted. He invited particular attention to the coordination issues outlined in section 2.7 of the draft report and to the recommendations outlined in section 3. The Board noted the recommendation that, as the role of the proposed Chief Academic Officer is most closely aligned to the role of the Vice-Provost as defined in the Statutes, it was recommended that the Chief Academic Officer would hold the title of Vice-Provost and that the statutory role of the Vice-Provost would remain unchanged. Noting that this recommendation is consistent with that of the Restructuring Advisory Group in June 2007 and Taskforce 2 previously, the Senior Lecturer advised Board that it was anticipated that implementation of this recommendation would: (a) provide effective oversight of the academic affairs of College; (b) ensure appropriate separation between administrative and policy functions, and (c) ensure maximum sectoral representation and international competitiveness. He drew Board's attention to the specific roles recommended for individual Annual Officers as outlined in the document.

The Provost invited Board's attention to his memorandum, dated 26 March 2008, which had been circulated. He advised Board that he had prepared the document in response to requests from members of the College Community for greater clarity on the relationship of the Provost to the Chief Academic Officer (CAO), the Chief Operating Officer (COO) and the Annual statutory Officers. He advised Board that it was not envisaged that the role of the Provost would change under future arrangements and that the appointment of the CAO and COO and the Faculty Deans would enable the Provost to delegate executive functions and allow him/her to focus on activities such as external representation, which are extremely important for the College. The Board

noted that, under the new arrangements, the Provost will continue to fulfil all statutory functions and those prescribed in the Universities Act.

The Provost tabled a diagrammatic outline of the proposed arrangements and their high-level interrelationships.

In the course of a long and detailed discussion the following issues were raised by Board members:

- (a) there is a lack of clarity on the relationship between the proposed management structures, particularly the Academic Management Group;
- (b) there needs to be clarity about the future role of Annual Officers, particularly that of the Bursar, and the fulfilment of their statutory functions before any final decisions are made. It was noted that limiting the proposed role for the Bursar to that defined in the Statutes is a break with the practice of recent times, particularly in relation to responsibilities for finance and buildings. It was noted that the new arrangements should ensure that the Bursar would be in a position to influence policy development;
- (c) too many functions previously within the remit of the Senior Lecturer and the Bursar have been assigned to the Vice-Provost with the risk that the Vice-Provost/CAO will be overly burdened;
- (d) the role envisaged for the Senior Lecturer may overlap with that of the Academic Secretary;
- (e) the new Vice-Provost/CAO role will require administrative support;
- (f) the organisation chart needs to be sufficiently detailed to reflect all reporting relationships to Board including those of the Secretary and the Treasurer;
- (g) there needs to be a thorough comparison of the proposed roles for the Officers with their current statutory duties and, if necessary, change either the functions or the Statutes to ensure conformity;
- (h) there is a danger that the proposed new arrangements, as outlined in the diagram, will cause a divide between the academic and administrative functions of the College, noting that the practice of Academic Annual Officers having strong administrative responsibilities has served the College well in the past;
- (i) the proposed five-year term for the Vice-Provost/CAO could result in this position becoming a career role.

In response to queries from Board Members, the Senior Lecturer and the Provost advised Board that:

- (j) the title of Vice-Provost will apply to the function of Chief Academic Officer;
- (k) the expected term of office for the CAO is five years;
- (l) managers of administrative and service areas will report to the COO and be accountable to the COO and Board;
- (m) Annual Officers' role will be to develop and steward academic policy and to ensure that the concerns of the academic community are at the forefront of all College policies and practices;
- (n) the future of the Deans' Committee will be resolved following the full review of all Board and Council Principal Committees;
- (o) the proposed role of the Senior Lecturer will be to develop policy on all aspects of undergraduate education, similar to the current role, and that, as envisaged, there would be no overlap with the administrative functions of the Academic Secretary;
- (p) there would be significant value to the College by enabling the Bursar to be responsible for special projects, such as e-strategy;
- (q) the CAO will be responsible for overseeing and coordinating academic policy developments at undergraduate, postgraduate and research levels;

- (r) effective reporting arrangements will exist for the Academic Management Group and the Senior Administrative Group through the CAO's and COO's respective membership of the Executive Officer Group;
- (s) the importance of the Finance Committee will require the involvement of the Provost, as the College's Accounting Officer, noting that this involvement is facilitated by the current proposals;
- (t) the linkages between the academic and administrative activities of the College will be maintained through the Faculty Deans and their on-going interaction with administrative/service areas and their membership of the Executive Officer Group;
- (u) stability in the role of Vice-Provost/CAO would be of great benefit to the College in the external environment.

In conclusion, a number of Board Members stated that the document, as presented, needs to be substantially revised to take account of the issues raised at the meeting and that particular attention needs to be paid to the following:

1. the viability of the proposed role for the Vice-Provost;
2. the Academic Management Group;
3. the inter-relationships between the individual elements of the proposed roles for Officers and the proposed management groups, requesting that the final document would include a detailed organisation chart;
4. the relationship between administrative and academic functions under the proposed arrangements in the context of the decisions made in June 2007;
5. the term of office for the Vice-Provost/CAO.

It was agreed that the Board meeting scheduled to take place on 23 April 2008 would be devoted almost entirely to a discussion and decision on Annual Officers and that an additional meeting would be held as soon as possible after that date to consider the ordinary business of the Board originally scheduled for that date.

It was noted that the College's relationship with, and role in, the IUA would be considered at a future meeting.

- (ii) **Devolution of Strategic Staff Recruitment** The Senior Lecturer, introducing the topic, advised Board that the Restructuring Implementation Oversight Group (RIOG) had endorsed a proposal from the Vice-Provost and the Staff Secretary on the devolution of strategic staff recruitment and that the Personnel and Appointments Committee (PAC) had been requested to develop policy guidelines and procedures to ensure consistency in practices across College in this regard. He invited Board's attention to a memorandum, dated 24 March 2008, which had been circulated outlining the current decision-making processes for strategic staff recruitment and the recommendations for such recruitment under the new structures.

The Vice-Provost advised Board that the proposals had been agreed by the Strategic Planning Devolution Working Group which consists of the Vice-Provost, Dean of Research, Senior Lecturer, Dean of Graduate Studies, and Professors from the three faculties (Professor Lunney, Professor Hogan and Professor Radomski).

In response to a query, the Vice-Provost advised Board that, in developing these proposals, the Strategic Planning Devolution Working Party had met with a delegation from the ICTU Group of Unions and that it was implicit in the

proposal that existing staff relations agreements would be taken into account in the strategic staff recruitment process led by the Chief Operating Officer.

She also advised Board that strategic staff recruitment in Schools is now proceeding in accordance with Board-approved strategic plans and that currently the Strategic Planning Task Force is responsible for approving posts in Schools. The Board noted that when administrative and service areas prepare their strategic plans coordinated by the COO it is expected that recruitment in these areas would proceed in the manner outlined in the document. The Vice-Provost stated that under the proposed procedures, all approved posts would be notified to Board.

In response to a query, the Vice-Provost advised Board that, following the current review of Principal Committees, it is expected that the role of PAC will become more policy oriented rather than being concerned with the operational aspects of staff recruitment.

The Board approved the proposals as presented subject to the clarification that existing staff relations agreements would be taken into account in the strategic staff recruitment process led by the Chief Operating Officer.

- (iii) **Revised Committee Structures** The Senior Lecturer invited Board's attention to a memorandum, dated 20 March 2008, which had been circulated together with draft proposals on a revised committee structure as proposed by RIOG. He advised Board that there had been an unanticipated delay in reaching a set of firm recommendations because of differing views about how academic affairs should be represented. The Board noted the recommendation that the Heads' Committee be disbanded and that it be replaced with a new Teaching and Learning Committee as a Principal Committee of Council.

The Senior Lecturer also advised Board that, while it had been agreed that the membership of Principal Committees of Board and Council should be representative, there were differing views at RIOG on the membership composition of the academic and administrative management groups.

The Board noted that Principal Committees had been invited to review their own and their sub-committees' operations and to report to RIOG on the outcome by 27 April. It is expected that arising from these reviews, final proposals will be presented to Board and Council in time for final decisions to be made before the end of the current academic year.

In discussing the proposals, the following points were made by Board members:

- (a) the revised committee structures show very little change from the current arrangements and it is difficult to envisage how the decision-making processes in College will benefit from the proposed changes;
- (b) the proposed name change to *Student and Campus Services Committee* was welcomed;
- (c) the detailed implementation of the proposed changes should result in a more streamlined decision making processes;
- (d) final decisions in relation to Annual Officers will have an impact on the final committee structure and consideration should be given to having a radical overhaul of the committee structure once the new academic structures have been in place for some time; the importance of including Annual Officers as members of Principal Committees was stressed;
- (e) the omission of student members from the Academic Management Group is a point of disagreement among the members of RIOG. The Board noted the Provost's comment that the composition of

- management groups does not come within the remit of the review of committee structures;
- (f) there could be merit in inviting somebody outside the committee structure to facilitate discussion on the future of committees to minimise the risk of committees self-perpetuating without a clear role in the College's revised structures;
  - (g) in view of the importance of the Safety Committee to the College, consideration should be given to including it in the review at this time;
  - (h) care has to be taken to ensure that human resource policies developed at PAC would then be subject to the usual negotiation and discussion with the staff representative groups;
  - (i) the increasing involvement of the Partnership Committee in industrial relations issues needs to be addressed;
  - (j) once the new committee structures are in place, the secretaries of Principal Committees should be requested to schedule meetings so as to ensure that consequent documents are available to Council and Board in a timely manner.

In conclusion, the Provost invited Board's attention to the Audit Committee's recommendation that Principal Committees should be sufficiently small to allow them conduct their business efficiently and that as instruments of the Council and Board, they are liable to establishment and dissolution according to the Board's and Council's needs.

The Board agreed that RIOG should take account of the points raised in the discussion when the final proposals were being drafted for future consideration by Board.

- BD/07-08/232 Fellowship 2008** The Board noted the nominations to Fellowship as presented by the Provost.
- BD/07-08/233 Advisory Committee on Honorary 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 Commencements ceremonies during 2008-2009 or as soon as possible thereafter. The Board agreed that opportunities should be sought in the future to ensure gender balance both in the nominations presented for approval and at Honorary Degree ceremonies.
- BD/07-08/234 Draft Acta of the University Council** The Board confirmed Draft Acta of the University Council from its meeting held on 5 March 2008 subject to further comments covering CL/07-08/115, CL/07-08/116, CL/07-08/118, CL/07-08/120, CL/07-08/121, CL/07-08/125, CL/07-08/126. (Items from Section D in the Acta are set out in Section D of these minutes.) The Secretary advised Board that a number of minor amendments to the Acta would be brought to Council's attention at its next meeting.
- BD/07-08/235 Publication of the Annual Examination Timetables (see Actum CL/07-08/118 of 5 March 2008)** The Senior Lecturer invited Board's attention to Council's decision to publish the final version of the annual examination timetables on the College's local website. The Students' Union Education Officer welcomed this development.
- BD/07-08/236 Commencements - Reform of Procedures in the Proctors' Office (see Actum CL/07-08/116 of 5 March 2008)** The Registrar invited Board's attention to a memorandum, dated 26 February 2008, which had been circulated outlining the following proposals

for reform in the Proctors' Office, which he noted would bring the College in line with practices in equivalent institutions in Ireland and abroad:

- (i) the Registrar as officer of the College and University be the sole signatory to all degree parchments (other than honorary degrees);
- (ii) Trinity College should introduce electronic signatures on degree and other award parchments (other than honorary degrees) as soon as it is technically feasible to do so;
- (iii) all candidates should be automatically scheduled for conferral thus negating the need to apply for conferral. It is recommended that this proposal be implemented as soon as systems allow including the collection of the Commencement fee at some point during the student registration process.

In the course of a brief discussion, and taking note of Council's approval of the proposals, a number of issues of detail were clarified by the Registrar. The Board noted concerns expressed by the Presidents of the Graduate Students' Union and the Students' Union about the mechanisms for collecting Commencement fees.

The Board approved the proposals, as presented, noting that the relevant areas in College should be fully consulted when implementation procedures were being developed.

## SECTION B

**BD/07-08/237 Audit Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the Audit Committee from its meeting of 28 February 2008.

**BD/07-08/238 Equality Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the Equality Committee from its meeting of 25 February 2008 with particular reference to:

**Equal/07-08/19 Equality Annual Monitoring Report** The Vice-Provost invited the Board's attention to the main points arising from the Equality Monitoring Report which had been prepared by the Equality Officer and considered in detail by the Equality Committee. The Vice-Provost invited Board's particular attention to the following points:

- the gender and age breakdown of staff;
- the gender breakdown by grade;
- the results of the first staff disability survey which indicated that 1.5% of the College's total staff reported having a disability as defined in the Disability Act;
- the gender breakdown of the student population;
- the level of non-traditional student admissions, noting that the level of 17% of the CAO intake exceeds the College's own target of 15%;
- the percentage of students with disabilities as reported by the Student Disability Service;
- the levels of bullying and harassment as reported by the Contact Persons.

The Board welcomed the report and emphasised the need to put procedures in place to deal with the issues raised.

**BD/07-08/239 Finance Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the Finance Committee from its meeting of 5 March 2008 with particular reference to:

**FN/07-08/49 Finance Committee - Self Evaluation** The Board approved the Secretary's proposal that the annual self-evaluation of the Finance Committee be postponed this year due to the on-going review of the College's committee structures.

**BD/07-08/240 Heads of School Committee (see Actum CL/07-08/120 of 5 March 2008)** The Board noted, and where appropriate, approved proposals in the draft minutes of the Heads' Committee from its meeting of 26 February 2008.

**BD/07-08/241 Student Services Committee (see Actum CL/07-08/121 of 5 March 2008)** The Board noted, and where appropriate, approved proposals in the draft minutes of the Student Services Committee from its meeting of 12 February 2008, with particular reference to:

**SS/07-08/82 Annual Report - College Health Centre 06-07** Dr Piesse, Chair of the Student Services Committee, invited the Board's attention to the risks which the lack of adequate space, and the changing profile of the student population, present to the effective operation of the College Health Centre.

### SECTION C

**BD/07-08/242 Schedule of Council and Board meetings 2008-2009** The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 26 March 2008.

**BD/07-08/243 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 26 February 2008, as circulated.

**BD/07-08/244 Headship of School of Linguistic, Speech and Communication Sciences, 2008-2011** The Board approved the election of Professor J Saeed as Head of School from 13 July 2008 to 12 July 2011.

**BD/07-08/245 Scholarship - Requests for Intermission** The Board noted and approved the request of the Senior Lecturer that the following be permitted to intermit Scholarship, as set out below:

- (i) Non-Foundation Scholars requesting intermission in 2008-2009, having previously intermitted in 2007-2008:
  - (a) 01704982;
  - (b) 03307280;
  - (c) 03486770;
  - (d) 03842321.
- (ii) Foundation Scholars requesting intermission:
  - (a) 01446886: retrospective intermission for 2006-2007, and also 2007-2008, constituting a second and third year of intermission (having previously intermitted in 2005-2006);
  - (b) 01511491: intermission for 2008-2009, constituting a third year of intermission, having previously intermitted in 2005-2006 and 2006-2007.

**BD/07-08/246 Calendar Entry - Special and Public Lectures** The Board approved the following:  
**The White Social Policy Lecture Series** This lecture series was established in 2004 from funds given by Tony White, former student of the College, to honour *Emeritus* Senior Lecturer in Social Policy, Anthony Coughlan.



SECTION D

**In compliance with the Data Protection Acts this information is restricted.**

Signed: .....

Date: .....