

The University of Dublin

Trinity College

Minutes of Board Meeting, 9 December 2008

<i>Present</i>	Provost (Dr J Hegarty), Vice-Provost/Chief Academic Officer (Dr P J Prendergast), Senior Lecturer (Dr A Douglas), Registrar (Dr J Barkhoff), Bursar (Dr M M O'Mahony), Dr S P A Allwright, Ms G Clarke, Mr W J Dowling, Ms O S Foley, Mr R Hodson, Dr E Mac Cárthaigh, Dr A McElligott, Dr J F McGilp, Ms P Murphy, Dr E J O'Halpin, Dr D O'Neill, Dr A J Piesse, Mr C Reilly, Dr H J Rice, Dr S M Ryan, Dr D M Singleton, Mr H Sullivan, Mr B Sweeney, Dr J K Vij.
<i>Apologies</i>	Dr K J McGinley, Dr K Walshe.
<i>In attendance</i>	Ms S Mac Bride.
<i>(ex officio)</i>	Acting, Secretary, Treasurer (Acting).
<i>(by invitation)</i>	Chief Operating Officer.  Chair, Audit Committee (Mr T Forsyth) and Internal Auditor (Mr F Sheeran) (for BD/08-09/088).

SECTION A

- BD/08-09/083 Minutes** The minutes of the meeting held on 19 November 2008 were approved and signed subject to the following amendments:
- The following minute was inserted and the subsequent minutes were renumbered:
- BD/08-09/060 Trinity Academic Medical Centre (TAMC)** In response to a query, the Provost advised Board, that as yet, the Interim Chief Executive Officer of the TAMC had not been appointed.
- BD/08-09/063 E-Strategy** The clause 'Subject to the concerns expressed by Board members being addressed' was inserted at the beginning of the last paragraph.
- BD/08-09/084 Matters Arising from the Minutes** A number of matters arising from the minutes were discussed and have been recorded below, (see minutes BD/08-09/085, 086).
- BD/08-09/085 E-strategy (see minute BD/08-09/063 of 19 November 2008)** In response to a query, the Chief Operating Officer advised Board that recommendations previously made by Board members on the initial feasibility study and associated staffing for the implementation of e-strategy had been addressed.
- The Chief Operating Officer confirmed that the Steering Group will include representatives from relevant user groups including the Dean of Research, the Senior Lecturer, the Dean of Graduate Studies, a Fellow and a Student Representative. He advised Board that a full cost analysis of the implementation of the e-strategy programme will be presented to Board at the end of the feasibility study.

The Chief Operating Officer advised Board that he had consulted with staff in the relevant administration and academic areas to update them on the implementation of e-strategy.

He advised Board that the posts previously described as Project Managers would now be designated as Workstream Co-ordinators in order to more accurately reflect the nature of the roles, and that risk-assessment would now form an integral part of the Programme Manager's duties.

**BD/08-09/086 Disciplinary Panel (see minute BD/ 08-09/064 of 19 November 2008)** The Acting Secretary advised Board that a response was awaited from the Chairperson of the Disciplinary Panel as to the exact interpretation of the sanction imposed on a named staff member in the Panel's recent findings. She stated that the investigation into the recommendation concerning a possible transfer of the staff member involved would be progressed when this clarification was received.

**BD/08-09/087 Provost's Report** The Provost invited Board's attention to the current financial difficulties being experienced by the public sector, noting the possible effect these may have on the education sector and in particular, the consequent challenges for the College. He advised Board that a plan of economic recovery is expected from the Government in the coming weeks and that new approaches will be required from every sector including the education sector.

The Provost invited Board's attention to the Action Plan which had been put in place last year and noted the College's success in maintaining its sectoral market share by increasing the number of undergraduate students, non-EU students and PhD students. He advised Board of the importance of continuing this level of success by investing in human resources, facilities, student space and information systems. The Provost stated that the Vice-Provost/Chief Academic Officer is chairing the Funding Group which is examining all aspects of the College's financial situation and determining what action may be needed to facilitate the continued implementation of the Action Plan. He invited Board members to consider the possible extension of elements of the Action Plan to equip College to deal with the level of change which is expected in the sector and invited Board members to comment on the following proposed measures:

- (i) encouraging increased collaboration with sister universities in light of the rationalisation within the sector being considered by the Minister for Education and Science;
- (ii) reviewing the scope for pruning or ceasing activities, noting that all decisions must be strategically rather than financially driven;
- (iii) ensuring that appropriate mechanisms are in place to deal with any reallocation of resources that may be necessary;
- (iv) exploring mechanisms whereby savings can be made in the College's pay costs, noting the significant human resource and industrial relations issues associated with such matters.

The Provost advised Board of the need to diversify its sources of funding and stressed the importance of preserving the College's autonomy and independence. The Provost invited Board to consider all possibilities open to it, including the examination of the overall pay structure within College.

In the course of a discussion, Board members broadly supported the proposals outlined by the Provost and noted the related industrial relations issues. The Board also noted that consultation would be sought with the Principal Committees to ensure that all possible solutions are examined in forming an integrated plan to address future challenges.

*Incorporating any amendments approved at subsequent Board meetings*

In conclusion, the Provost advised Board that these matters would be discussed in more detail at future meetings.

**BD/08-09/088 Audit Committee Annual Report 2008** The Provost welcomed Mr Forsyth, Chair of the Audit Committee, and the Internal Auditor to the meeting. Mr Forsyth invited Board's attention to the Audit Committee's Annual Report for 2008 which had been circulated, noting the following four areas.

**Risk Management:** The Audit Committee is concerned that College, at this time, does not have an effective system to actively and constantly identify, assess, manage and monitor key risks, both financial and operational, in a structured and co-ordinated manner. He stated that the response from Executive Officers to the Audit Committee's Mid-Term Report was welcome, noting that when the steps cited have been completed, the Committee believes progress will have been achieved towards implementing risk management within general management procedures.

**ARAM:** Mr Forsyth invited Board's attention to the recommendation that a prerequisite for the implementation of a final agreed resource allocation model is a comprehensive assessment of the risks involved. Mr Forsyth further emphasised the importance of developing ARAM in tandem with the Strategic Planning process so that a cohesive link between strategic planning and strategic decisions can be maintained. He also invited Board's attention to the Committee's recommendation that the impact of RGAM should be assessed in the context of the risk assessment and that a policy must be developed to monitor and control the impact of RGAM on academic behaviour and strategy.

**Decision-Making** The Audit Committee welcomed the recent appointments of the Vice-Provost/Chief Academic Officer and the Chief Operating Officer, noting that the Committee is hopeful that their plans for improving the decision-making process in College will be effective. The Board noted the Audit Committee's recommendation that papers presented to Board for a decision should be supported by comprehensive risk assessments, fuller exploration of options and reasons for recommendations and, in particular, the implications of implementation, thereby avoiding the need to re-open decisions in the future.

**Student Administration System** The Audit Committee remains concerned that the College continues to operate with the original in-house developed Student Administration System. Mr Forsyth advised Board that, while the Committee welcomed the recent e-strategy initiatives in this regard, it is important that delay in addressing deficiencies in the current system is minimised.

Mr Forsyth advised Board that the Committee remains concerned that the current volume of activity exceeds the capacity of the College to manage and deliver change within a reasonable timescale. The Board noted the Committee's recommendation that these issues would be addressed in future decisions on major initiatives, using a risk management approach.

Mr Forsyth invited Board's attention to the work carried out by the Committee during the past year and the associated recommendations. Board noted the proposals for future work for the Internal Audit function as outlined in the Committee's report, noting that this was a rolling programme of work from year to year and that priority would be given to those areas of most significance to Board and the College. He invited Board to identify priorities which it would like the Audit Committee to address in the coming year.

Mr Forsyth invited Board's attention to the Draft Assurance Framework recommended by the Committee, noting in particular the obligations on Board to review the effectiveness of the systems of internal control in College and its reporting thereon

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under the Code of Governance. He stated that there is a wide range of sources available to Board in this regard, such as the current governance and committee structures, on which Board should draw when considering its statement. He noted that the Draft Framework is intended to aid Board in identifying areas of support for its statement on internal control. Mr Forsyth advised Board that the Audit Committee and Internal Audit function are also primary sources of assurance and he drew the attention of Board to the opinion of the Committee on internal control as outlined in the report, noting that the Internal Audit function remains under-resourced which limits its work in this area. The Board agreed that the proposal for the Draft Assurance Framework should be examined by Executive Officers before being considered by Board.

The Board thanked the Chairman and the Internal Auditor for the Annual Report and their significant work throughout the year. The Provost paid particular tribute to Mr Forsyth who will complete his term of office as Chairman of the Audit Committee at the end of December 2008.

**BD/08-09/089 Resource Planning Model - Recommended Adjustments and Weightings** The Provost, introducing the item, noted that the proposed model sought to address the balance between the arts/humanities and science/engineering and to establish the link between research and teaching, while at the same time maintaining the quality of undergraduate teaching. Noting the difficult financial situation facing the College, he also emphasised the importance of developing a model which would be driven by the College's Strategic objectives. The Provost also advised Board of the importance of diversifying sources of funding in order to secure the autonomy of the College.

The Bursar invited Board's attention to a paper from the ARAM Task Force which had been circulated. The Bursar noted the key issues which the Board had requested the ARAM Task Force to consider and she advised Board that since the last discussion on ARAM issues (minute BD/07-08/195 of 27 February 2008 refers) the ARAM Task Force had prepared proposals for adjustments and weightings for use in the new Resource Planning Model (RPM).

The Bursar acknowledged the input of the Faculty Deans to the development of the proposals, noting that the proposed model has received their support.

She advised Board of the strengths and weaknesses of the current model and the Parnell model, noting the resistance to both models in different parts of College for different reasons. The Bursar highlighted College's need for a resource allocation and planning model based on a broad set of drivers focusing on high quality research, high quality teaching and stimulating new income streams.

In the course of the presentation, the Bursar advised Board of the technical issues in relation to the operation of the ARAM Task Force proposal and the related simulated data. She invited Board's attention to the recommendations of the ARAM Task Force as outlined in the paper, viz.

**1. *Research quality measurement:***

that the allocation on the basis of research output would remain at 30% which would be calculated using a research quality measure to be determined every three years for each School by a team consisting of the Vice-Provost/Chief Academic Officer, the Faculty Deans and the Dean of Research using input from external advisors;

that assessment of Schools would be based on data available from the Research Support System, Quality Reviews and bibliometrics and by comparing research output of particular Schools against equivalent schools in peer universities.

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2. *Postgraduate taught measurement:*  
that new weightings for taught postgraduate courses proposed by the HEA be phased in over 3 years.
3. *Inclusion of Non-EU research students:*  
that non-EU research students should be included in ARAM at a weighting of 2.
4. *Inclusion of HEA-derived and self-financing course income and expenditure:*  
that all HEA-derived and self-financing course income and expenditure be included in ARAM.
5. *Premises:*  
that no changes be made to the charging method for premises.
6. *ISS Charges:*  
that ISS charges will include capital costs charged to areas that incur them and that usage be charged on the basis of staff and student FTEs.

In conclusion, the Bursar noted that the ARAM Task Force's proposals are the best combination of adjustments to:

- reduce the unfairness associated with each of the other two models under consideration;
- stimulate behaviour which is consistent with College's strategic plan;
- reward high quality research and teaching, both at undergraduate and postgraduate levels;
- encourage Schools to find new sources of income.

In the course of a discussion, the following issues were raised by Board Members:

- (i) committing to exclusively HEA weightings will make forward planning very difficult, as these have been changing year-on-year, and will lead to outcomes inconsistent with Board strategy. Difficulties posed by the divergence between College's research-led model and HEA's RGAM were noted;
- (ii) consideration should be given to using the HEA weights for income estimates and the RPM weights for allocations to Schools;
- (iii) the taught Masters proposal could reduce the pool of research students, it could increase the deficit of the Faculty with the largest deficit by a further 25%, making the deficit unrealistic to deal with, even over five years; it is inconsistent with the staffing policy in use since 2006/2007, and it may threaten the future of at least one flagship Trinity Research Institute. The importance of taught Masters degrees as a legitimate academic activity was noted together with the contribution the graduates of these courses make to society;
- (iv) the proposal on research quality is slow, costly, time-consuming and cuts across current five-year School reviews;
- (v) the importance of considering the proposal in the context of overall risk analysis was stressed, noting that it was considered that the risks associated with the proposed model had been underestimated;
- (vi) the importance of maintaining quality teaching is undervalued in the proposed model;
- (vii) the Parnell model, which focuses more on student numbers, was a compromise from the original ARAM model and this proposal is a further compromise of the Parnell model;
- (viii) the proposed ISS charges including capital costs will prove unfair to areas with lower income;
- (ix) there is a need to consider the risk of increasing postgraduate students at the expense of undergraduate students and the effect this will have on core funding;

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- (x) consideration must be given to the external demand for more postgraduate places;
- (xi) the proposals give a welcome incentive to recruit non-EU students and to develop taught postgraduate Masters courses which will align College's activities with the Bologna process;
- (xii) consideration must be given to the suggested review period of three years which may result in opportunistic short-term responses by Schools;
- (xiii) the distinction between taught and research Masters is unclear in the proposal;
- (xiv) as professional bodies depend on high quality taught degrees, reward should be given to providing quality undergraduate and postgraduate courses;
- (xv) consideration should be given to quantifying quality teaching within the model;
- (xvi) the full effects of the proposed model should be assessed and a research quality measure which is less time consuming and more cost efficient should be explored by the Task Force;
- (xvii) consideration should be given to using a strategic fund to address faculty deficits.

*[Following consideration of item BD/08-09/096 below, the Provost withdrew from the meeting and the Vice-Provost/Chief Academic Officer assumed the Chair.]*

The Bursar clarified a number of technical issues raised by Board members. In response to a query, she advised Board that all possible options for measuring research had been explored by the Task Force, following consultation with the College community. In response to a concern that Board was being asked to approve a model in the absence of full data and its implications, the Bursar stated that it would not be feasible to include the proposed research measures at this time, noting that they would be developed during the transition period.

In conclusion, the Vice-Provost/Chief Academic Officer stated that the issues raised by Board members would be considered by the ARAM Task Force and that further proposals would be presented to Board in Hilary term.

**BD/08-09/090 Acta of the University Council** The Board confirmed the Acta of the University Council, which were tabled, from its meeting held on 3 December 2008 subject to further comments covering CL/08-09/050, 051(i), 054 and 062 (Items from Section D in the Acta are set out in Section D of these minutes).

**BD/08/09/091 Quality Review (see Actum CL/08-09/050 of 3 December 2008)** The Board noted the recommendations of the University Council regarding the quality review of the School of English and the School of Computer Science and Statistics.

In response to queries, the Vice-Provost/Chief Academic Officer confirmed that the Senior Lecturer would discuss student evaluation of courses with the Student Representatives and that a paper on Staffing Plans will be presented to Board in due course.

**BD/08/09/092 Postgraduate Appeal (see Actum CL/08-09/051(i) of 3 December 2008)** The Board confirmed the decision of the University Council to uphold the decision of the Graduate Studies Committee in the matter brought before it concerning the appeal of a postgraduate student.

**BD/08-09/093 Trinity Academic Medical Centre (TAMC) Under Any Other Business** in response to a query, the Vice Provost/Chief Academic Officer advised Board that an update on the TAMC would be provided at the next meeting.

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## SECTION B

- BD/08-09/094 Audit Committee** The Board noted, and where a decision was required, approved proposals in the draft minutes of the Audit Committee from its meetings of:
- (i) 6 November 2008;
  - (ii) 1 December 2008.
- BD/08-09/095 Equality Committee** The Board noted, and where a decision was required, approved proposals in the draft minutes of the Equality Committee from its meeting on 20 November 2008.
- BD/08-09/096 Finance Committee** The Board noted, and where a decision was required, approved proposals in the draft minutes of the Finance Committee from its meeting of 17 November 2008 with particular reference to:
- FN/08-09/18 An Post Site/Biosciences Development - Funding Proposal for Commercial and Retail Space (minute BD/08-09/103 below also refers)** The Board, on the Provost's recommendation, noted and approved the release of funding for the continued execution of the contract for construction of the Biosciences Building.
- BD/08-09/097 Site and Facilities Committee** The Board noted, and where a decision was required, approved proposals in the draft minutes of the Site and Facilities Committee from its meeting on 4 November 2008.
- BD/08-09/098 Student Services Committee (see Actum CL/08-09/054 of 3 December 2008)** The Board noted, and where a decision was required, approved proposals in the draft minutes of the Student Services Committee from its meetings of 28 October 2008 noting in particular:
- SS/08-09/20 Callover of SSC projects funded under estimates and special allocations** The Board noted that the allocation to College Health for extending the appointment of the College psychiatrist had not solved the on-going need in the area, noting that there is a six week waiting list for psychiatric consultations. The Board agreed that the Chair of the Student Services Committee would consult with the Chief Operating Officer on this matter.

## SECTION C

- BD/08-09/099 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 25 November 2008.
- BD/08-09/100 Proctors' Lists for Winter Commencements** The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 2 December 2008.
- BD/08-09/101 Sealings** The Board noted Sealings, circulated, and set out in Appendix 1 to this minute.

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- BD/08-09/102 New Prize and Calendar Entry - Ekenhead Scholarship** The Board noted a memorandum from the Treasurer (Acting), circulated, dated 1 December 2008 and approved the recommendation to replace 'general studies' with TSM as the basis for awarding the Ekenhead Scholarship - the other conditions of the prize to remain unaltered.
- BD/08-09/103 Prizes and Other Awards - Entrance Exhibitioners** The Board noted a memorandum from the Senior Lecturer, circulated, dated 1 December 2008 and approved further awards as follows:
- 08440549 Aine Therese Chawke  
08487898 Jillian McAteer  
08328552 David McCauley  
08462356 Chi Keung Wan
- Isabella Mulvany Prize  
08620709 Lydia Iris Healy
- BD/08-09/104 Biosciences Building - European Investment Bank Loan** The Board noted a Memorandum from the Treasurer (Acting) dated 2 December 2008, which had been circulated, advising Board that it had previously approved the borrowing by the College of €75,000,000.00 from the European Investment Bank to assist in funding the development of the An Post site/Biosciences development (minute BD/08-09/096 refers). The Board noted that on 27 November 2008 the Provost and the Treasurer (Acting) had signed the contract between the College and the European Investment Bank for this loan facility.
- The Board approved the execution of the contract by the Provost and the Treasurer (Acting) on behalf of the College.
- BD/08-09/105 Tutorship** The Board noted and approved the appointment of Ms L McDonnell (School of Nursing and Midwifery) as a tutor with a full chamber with effect from 1 December 2008.
- BD/08-09/106 Senior Promotions Committee - *Ad hoc* Appeals Committee** The Board approved the following membership:
- Senior Dean *Chair*  
Professor C Normand *University Council nominee*  
Professor J Whiston *IFUT/ASA representative*
- BD/08-09/107 Board By-Election - Technical, Administrative and Support Staff Constituency** The Board noted and approved a memorandum from the Acting Secretary to the College, circulated, dated 2 December 2008.
- BD/08-09/108 Monitoring of Board Decisions** The Board noted a memorandum from the Acting Secretary to the College, circulated, dated 2 December 2008.



SECTION D

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

The following items were deferred:

1. Milltown Institute
2. Memorandum of Understanding between TCD and St Patrick's University Hospital
3. Promotions -Technical Staff Committee

Signed: .....

Date: .....

### Sealings

16 July 2008

#### Enterprise Centre, Pearse Street

- A. The Seal of the College was put in duplicate to a Memorandum of Rent Review for Unit 31, Trinity Technology and Enterprise Campus, with Astec Limited.
- B. The Seal of the College was put in duplicate to a Licence Agreement for Unit 4B, The Tower, Trinity Technology and Enterprise Campus, with Allergy Standards Limited.
- C. The Seal of the College was put in duplicate to a Licence Agreement for Unit 7C, Trinity Technology and Enterprise Campus, with Allergy Standards Limited.
- D. The Seal of the College was put in duplicate to a Licence Agreement for Unit 36, Trinity Technology and Enterprise Campus, with Merrion Pharmaceuticals Limited.
- E. The Seal of the College was put in duplicate to a Licence Agreement for Unit 1A, Trinity Technology and Enterprise Campus, with NUI Galway.
- F. The Seal of the College was put in duplicate to a Licence Agreement for Unit 4A, Trinity Technology and Enterprise Campus, with Crème Software Limited.
- G. The Seal of the College was put in duplicate to a Licence Agreement for Unit 30, Trinity Technology and Enterprise Campus, with Magnetic Solutions Limited.

#### Trinity Technology and Enterprise Campus - Unit 5 Building Works

The Seal of the College was put in duplicate to a Public Works Contract for minor building and engineering works on Unit 5 in the Trinity Technology and Enterprise Centre between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Glenbeigh Construction.

#### Science Gallery - Café

The Seal of the College was put in duplicate to a Licence Agreement for the Science Gallery Café between the Provost, Fellows and Scholars of the College of Holy and Undivided Trinity of Queen Elizabeth near Dublin and Jamaica Coffee Co. Limited.

#### Áras an Phiarsaigh - Vodafone (radio base station unit)

The Seal of the College was put in duplicate to a licence agreement between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Vodafone Ireland Limited in relation to the installation of a radio base station unit at Áras an Phiarsaigh, College.

25th July 2008

#### NIBRT - Second Supplemental Agreement

The Seal of the College was put to a Second Supplemental Agreement, regarding an amendment to the Principal Agreement, in respect of the National Institute for Bioprocessing Research and Training Limited (NIBRT) between the IDA and University College Dublin, the Provost, Fellows and Scholars, of the College of the Holy and Undivided Trinity of Queen Elizabeth Near Dublin, Dublin City University and the Institute of Technology, Sligo.