

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 2 February 2011

<i>Present</i>	Provost (Dr J Hegarty), Vice-Provost/Chief Academic Officer (Dr M A Marsh), Senior Lecturer (Dr A Douglas), Registrar (Dr J Barkhoff), Bursar (Dr F M Boland), Dr S P A Allwright, Dr S D C Barrett, Dr M Bouroche, Dr O Braiden, Mr F Cowzer, Mr W J Dowling, Ms S Fleming, Mr J Gallagher, Dr H Gibbons, Dr R Gilligan, Ms D Lawless, Dr J F McGilp, Dr K J McGinley, Dr N Marples, Ms N Murray, Professor D O'Neill, Dr H J Rice, Dr D M Singleton, Mr N Trigoub-Rotnem.
<i>Apologies</i>	Ms M A Coffey, Ms J Fox, Dr E J O'Halpin.
<i>In attendance</i>	Ms S Mac Bride.
<i>(ex officio)</i>	Secretary to the College, Treasurer.
<i>(by invitation)</i>	Chief Operating Officer. Chair of Trinity Foundation (Mr D Went) (for BD/10-11/112). Director of Trinity Foundation (Mr N Sparrow) (for BD/10-11/112). Dean of Research (Dr D Lloyd) (for (BD/10-11/117)). Director of Strategic Initiatives (Mr M Gleeson) (for BD/10-11/118).

SECTION A

BD/10-11/112 Philanthropic Priorities to 2014

The Provost welcomed Mr Went, Chair of Trinity Foundation and Mr Sparrow, Director of Trinity Foundation advising Board of the important role the Foundation plays in assisting the College in addressing the financial challenges it is facing.

Mr Went, invited Board's attention to a memorandum, dated 30 November 2010, which had been circulated. He advised Board of his early involvement with the Foundation, his current role as Chair and the structure of the Foundation Board. The Board noted that in order for the Foundation to be in a strong position to maximise its potential for revenue generation for the College, the College must support its activities, in particular noting the importance of involving academic leaders to attract international support.

Mr Sparrow advised Board that the Foundation had a good record of success, noting that future success rates are dependent on the involvement of the College community. The Board noted that the Foundation had been asked to develop a philanthropic response to the College's Strategic Plan 2009-14. Mr Sparrow, noting

that the Foundation had consulted with the Provost, Executive Officers and the Planning Group, advised Board that the planning phase of a campaign to deliver a total philanthropic target of €100m was well underway. The Board noted that all strategic plan projects were currently being analysed to identify potential problems which may be associated with future fundraising activities.

In the course of a discussion, Mr Went and Mr Sparrow clarified a number of issues including that:

- (i) in some instances pledged gifts have been renegotiated due to the decline in the economic climate;
- (ii) the cost of fundraising is currently 8% of income generated which is in line with international standards;
- (iii) there is a need for the Provost and other academic leaders to play a role in terms of public engagement particularly with the international alumni community, if Trinity is to succeed philanthropically;
- (iv) at present all donors can avail of tax relief on donations in this jurisdiction as well as in the UK, US and Canada;
- (v) College forming stronger links with current students should be a priority if philanthropy is to succeed in the future;
- (vi) the Foundation is a separate legal entity from the College and the Provost is a member of the Foundation board;
- (vii) the risks associated with fundraising should be included on the College risk register.

The Provost thanked Mr Went and Mr Sparrow. The Board agreed that a report from the Foundation should be presented to Board on a bi-annual basis.

BD/10-11/113 Minutes

- (i) **8 December 2010**
The minutes of the meeting held on 8 December 2010 were approved and signed subject to the following amendments:
 - (i) **BD/10-11/088 Weighting Higher level Mathematics** In the first sentence of the minute the phrase "among students" was replaced with the word "nationally". The last sentence of the minute was replaced with "The Provost agreed that action is necessary to address this issue and advised Board that it will be examined by College Officers and Heads of Schools."
 - (ii) **BD/10-11/093 Financial Planning (B) The College's Public Service Agreement Implementation Plan** The words "as appropriate" were deleted from part (a) of the fourth paragraph of the minute.
- (ii) **26 January 2011** The minutes of the meeting held on 26 January 2011 were approved and signed.

BD/10-11/114 Matter Arising

A matter arising from the minutes was discussed and has been recorded below, (see minute BD/10-11/115 below).

BD/10-11/115 Financial Planning (B) The College's Public Service Agreement Implementation Plan (see minute BD/10-11/093 of 8 December 2011)

The Board noted the dissent of Dr. Barrett to the College's submission on the Public Service Agreement.

BD/10-11/116 Provost's Report/Update on Planning Group

The Provost invited Board's attention to the following matters:

- (i) **Planning Group** The Provost stated that the Planning Group is currently examining the feasibility of revenue generation and cost management strategies. The Vice-Provost/Chief Academic Officer advised Board that the Planning Group is engaging with the Heads of Schools Committee in relation to the role of philanthropy, internationalisation and commercialisation as well as examining cost management strategies including the reduction of pay and non-pay costs. The Board noted that a paper outlining the proposed actions will be presented to Board at its next meeting.
- (ii) **Higher Education Authority** The Provost advised Board that the College has received correspondence from the HEA which is currently being considered by Executive Officers and which may require action on the part of the College.
- (iii) **Trinity Health** The Provost advised Board the he will present a paper on recent developments regarding Trinity Health in due course.
- (iv) **The Hunt Report - National Strategy for Higher Education** The Board noted that the Hunt Report had been published noting that discussion of the report will be deferred until after the general election.

BD/10-11/117 Research Matters

The Dean of Research, present by invitation, invited Board's attention to a memorandum, dated 26 January 2011, which had been circulated, in particular noting the following:

PRTL 5 The Dean of Research advised Board that following the College's success in securing funding for a number of projects under PRTL cycle 5, only strand 1 of these projects has been approved and the process has been paused in relation to strands 2 and 3. The Board noted that the Dean of Research has been in consultation with the HEA and Department of Enterprise, Trade and Innovation to ascertain when the approval process will restart. Given the level of uncertainty, the Research Committee has recommended that if a decision on strand 2 and 3 projects is not made by the end of February graduate recruitment to PhD programmes should be postponed until the beginning of the Academic year 2012/13. The Dean of Research advised Board that capital State funding will be forthcoming over the lifetime of PRTL Cycle 5 in line with the availability of funding as determined through the multi-annual Estimates and Budget process.

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Research Funding / Research Structures The Board noted that a degree of uncertainty had been removed with a recommitment to the Science, Technology and Innovation (STI) funding stream of the Department of Enterprise, Trade and Innovation in the Government Budget in December 2010.

National Research Prioritisation Exercise The Dean of Research advised Board that a national research prioritisation exercise had been initiated in late November 2010. The Board noted that the objective of this exercise is to identify up to 20 target areas on which the Government should focus its allocation of public funding for research and development over the next five years. As part of this exercise the College will submit detailed information on its research areas, their scale and expenditure and a mapping of research themes to Schools. The Dean of Research advised Board that future funding will be allocated using this information by an independent Steering Group, noting concerns that the Arts and Humanities areas could be given secondary consideration in this process.

In the course of a detailed discussion Board members noted that Arts and Humanities can make an important contribution to the national economic recovery and this should be communicated to the National Prioritisation Steering Committee. The Dean of Research advised that it is difficult to quantify the level of employment that is directly attributable to research but that emphasis should be placed on the quality of research carried out in these areas.

The Provost thanked the Dean of Research for his report.

BD/10-11/118 Institute of Catholic Theology at TCD: Draft Heads of Agreement

The Registrar invited Board's attention to a memorandum, dated 26 January 2011, and Draft Heads of Agreement which had been circulated. He advised Board that the decision to pursue a strategic alliance with the Milltown Institute of Theology and Philosophy had been made in November 2007 (minute BD/07-08/082 of 21 November 2007), noting that the alliance would be on a cost neutral basis to the College.

The Board noted that for the last number of years the Registrar and the Director of Strategic Initiatives had been engaged in negotiations with representatives of a number of religious congregations associated with the Milltown Institute and the College regarding the establishment of an Institute of Catholic Theology. In December 2010 the Finance Committee approved the financial arrangements for the establishment of the Institute including ten-year projections which achieve cost neutrality and provide for a number of financial supports from a Trust to be established to support the new Institute. The Board noted the governance and structural arrangements for the Institute. Mr Gleeson, present by invitation, advised Board that the College will receive a financial gift and that part of this gift will be to support initiatives in the School of Religions and Theology and that the remainder will be for initiatives approved by the Provost and the Board. (This was by way of correction to para 3 (b) of the Memorandum as presented). He further advised Board that the Trust will provide for the cost of a new building on campus to house the new Institute and the ISE and that all staff appointments would be made in accordance with College procedures and regulations. The Board noted that the Trust will be represented on appointment committees by the Institute.

The Board also noted that the title of the new Institute is yet to be agreed between the parties, the title preferred by the School of Religions and Theology being 'The Loyola Institute for the Study of Catholic Theology'.

In the course of a detailed discussion during which support for the initiative was expressed by almost all speakers, concern was expressed about the appropriateness of an academic setting for teaching in one specific religious denomination and how this might impinge on academic freedom. It was also noted by one Board member that the introduction of this Institute to the College at this time could result in a dilution of the College's liberal approach to education and its current acceptance of all religious views.

The Board noted that the College offers academic programmes in Jewish Studies, Islamic Studies and Hinduism, and offers a programme in Theology in association with the Church of Ireland.

In response to the issues raised, the Registrar and Mr Gleeson clarified that:

- (a) the Roman Catholic authorities will not have any role in, or influence on, the educational curriculum of the Institute;
- (b) the Institute will not provide training for the Catholic clergy;
- (c) the Institute will provide a forum for the study of Catholic theology and will not involve instruction in religious practice;
- (d) the Institute will be required to adhere to all College policies including its Equality policy.

The Board approved the draft Heads of Agreements and proposed arrangements to conclude the project noting that the final contract will be presented to Board in due course.

The Board noted the dissent of Dr Barrett and Dr Bourroche.

BD/10-11/119 Update on Mid-term Academic Review

The Provost invited Board's attention to a memorandum, dated 25 January 2011, which had been circulated. Noting Board's approval of the recommendations in relation to the mid-term academic review (minute BD/10-11/58 of 10 November 2010), the Provost invited Board's attention to the recommendations which have been implemented to date and to those which are currently on-going.

The Board approved the proposal that the Academic Management Group would be retained under the chair of the Vice-Provost/Chief Academic Officer and that this group will be convened as and when required.

The Board also approved the nature and extent of delegated authority from the Provost to the Vice-Provost the detail of which is included as Appendix 1 to this minute.

In relation to the roles of Faculty Deans and Heads of School, and following the previous Board decision to clarify any ambiguity without changing policy, the Provost presented the terms of reference for both functions with a number of clarifications. He advised the Board that there was a level of ambiguity associated with budgetary matters, in particular, in the existing terms of reference. Following some concerns

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expressed by Board members regarding the clarification under this heading, the Provost provided further clarification as follows:

1. the budgetary cycle includes allocation of budgets, management and operation of budgets, and accountability for budgets;
2. the allocation process will take place once every year for each School involving the Head and the Faculty Dean with other College Officers such as the Vice-Provost and the Treasurer;
3. once the budget is allocated, it will be devolved unambiguously to the School under the control of the Head of School, unless there is an exceptional reason not to do so. The Head has responsibility to operate and manage the School budget thereafter;
4. since there must be accountability for all budgets in the College, accountability for all budgets in a Faculty will be through the Faculty. The Head of School is accountable to the Faculty Dean, who in turn is accountable to the College.

Following a detailed discussion of the clarifications outlined by the Provost, the Board approved the proposals as presented in the Provost's memorandum, subject to some further modifications, and requested that the modified text, together with the draft minute of the Board's discussion, be presented to the Heads of School Committee at its meeting the following day. The approved text is presented as Appendix 2 to these minutes.

The Board also noted that the recommendation regarding the Faculty of Health Sciences will be presented at a later date.

BD/10-11/120 University Council

The Board confirmed the Acta of the University Council from its meeting held on 14 December 2010, 15 December 2010 and 21 January 2011 subject to further comments covering CL/10-11/064, 083, 084, 086 (Items from Section D in the Acta are set out in Section D of these minutes).

BD/10-11/121 Chair of Geology and Mineralogy (1843) (see Actum CL/10-11/064 of 14 December 2010)

The Board confirmed the appointment of Professor Balz Samuel Kamber, Undergraduate Studies in Mineralogy, Geology and Chemistry (Bern), Dipl Earth Sciences (Bern), Doctorate (Bern) as Chair of Geology and Mineralogy (1843).

BD/10-11/122 Samuel Beckett Chair of Drama and Theatre Studies (1994) (see Actum CL/10-11/086 of 21 December 2010)

The Board confirmed the appointment of Professor Brian Singleton, B.A., (Lond), MA (Dubl), M.Phil (Glas), Ph.D., (Birm), FTCD as Samuel Beckett Chair of Drama and Theatre Studies (1994).

BD/10-11/123 Visitors' Hearing

The Secretary advised Board that an appeal, taken under Section 7 of the Chapter on the Visitor in the 2010 Consolidated Statutes, of a decision of the Academic Appeals Committee, which was heard by the Visitors on 22 December 2010 had been rejected.

SECTION B**BD/10-11/124 Equality Committee**

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Equality Committee from its meeting of 18 November 2010, noting in particular:

Equal/10-11/03 Equality Policy The Board approved the Equality Policy as presented noting that it will replace the Access and Equality Policy, Equal Opportunities Policy and Equal Employment Opportunity: Principles in employment practice policy.

Equal/10-11/04 Merit Bar Report Dr Marples advised Board that a report on the Merit Bar will be presented to Board in due course.

Equal/10-11/05 Dignity and Respect policy The Board noted the proposed amendments to the Dignity and Respect policy which include an informal approach to addressing dignity and respect issues which also have an academic dimension.

Equal/10-11/06 Equality Fund 2009-2010 review Dr Marples advised Board of the successful completion of 12 projects last year which were supported by the Equality Fund noting the significant outputs of these projects based on a small financial resource.

Equal/10-11/09 IUA Equality Network Diversity Sectoral project - Project Definition Report The Board noted the IUA Equality Group had been successful in securing funding of €20,000 from the Equality Authority which required matching funds in each institution for a one year project 'to develop and pilot a sectoral project to promote workplace equality', noting that this will be used to develop a diversity e-learning module which will include equality training for staff on interview panels.

BD/10-11/125 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 18 November 2010, noting in particular:

FN/11-25 Hospitality and Entertainment Policy The Treasurer advised Board that the policy has been considered by the Finance Committee and Executive Officers and brings clarity and transparency to the area of expenses relating to Hospitality and Entertainment. The Board, welcoming the guidelines for approval of expenses, approved the policy as presented.

SECTION C

BD/10-11/126 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 15 December 2010 and on 19 January 2011, as circulated.

BD/10-11/127 Sealings

The Board noted Sealings, as circulated (see Appendix 3 to this minute).

BD/10-11/128 Prizes and Other Awards**(i) Visual and Performing Arts Fund**

The Board noted and approved a memorandum from the Provost, circulated, dated 13 December 2010.

(ii) Senior Lecturer - Other Awards

The Board noted and approved a memorandum from the Senior Lecturer, circulated, dated 10 January 2011.

(iii) Anita Newell Scholarships

The Board noted a memorandum from the Treasurer, circulated, dated 26 January 2011 and approved the *Calendar* entry for scholarships to be awarded annually in the Junior and Senior Freshman years of the Bachelor in Engineering course to the best and second best female engineering student. Value: JF engineering 1st place: €3,000, 2nd place: €2,000; SF engineering: 1st place €6,000; 2nd place: €4,000.

(iv) Financial Assistance Committee Jean Montgomery Fund

The Board noted a memorandum from the Senior Tutor, circulated, dated 26 January 2011 and approved awards to Mr M Bradshaw and Ms L Bove.

(v) Additional Gold Medals

The Board noted a memorandum from the Senior Lecturer, circulated, dated 26 January 2011 and approved the award of gold medals to Ms E O'Sullivan and Ms E Grace (Human Nutrition and Diabetics).

BD/10-11/129 Disability Inquiry Officer

The Board noted and approved the nomination of Dr D Nestor as the named Inquiry Officer for student and visitor complaints under the Disability Act 2005, replacing Ms G Conroy.

BD/10-11/130 Appointment of Provost - Appeals Committee

The Board noted that the Board, by written procedure, had approved the appointment of Professor J G McGilp as the alternate member of the Appeals Committee, in place of Dr N Marples.

BD/10-11/131 National Digital Research Centre - Directors Report and Financial Statements for the year ended 30 December 2009

The Board noted the Directors report and financial statements for the year ended 31 December 2009, as circulated.

BD/10-11/132 School of Medicine - Studentships 2010-2011

The Board noted and approved a memorandum from Ms A Wade, circulated, dated 26 January 2011.

BD/10-11/133 Library

The Board noted memoranda from the Acting Librarian, circulated, dated 31 January 2011, as follows:

- (i) **Book of Kells - a new literary work**
The Board approved the joint publication with Thames and Hudson of a new literary work for publication in 2012.
- (ii) **Loan of Manuscripts - National Museum of Ireland**
The Board approved the loan of three medieval manuscripts to the National Museum of Ireland for four months to the National Museum of Ireland for a special exhibition on the Faddan More Psalter, June 2011.
- (iii) **Loan of Manuscript - Edinburgh University Library**
The Board approved the loan of the *Quintus of the Wode of St Andrews Psalter* to the Edinburgh University Library for an exhibition entitled 'The World of Reformation Britain: seen and heard in the Wode Psalter', 5-28 October 2011.

Section D - Personnel Matters

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

Signed:

Date:

Clarification of roles of Provost and Vice-Provost/Chief Academic Officer

The following table presents Board-approved roles for Faculty Deans and Heads of School.

Provost	Vice-Provost/Chief Academic Officer
<p>Statutes:</p> <p>(1) (a) provide leadership to the College and manage and direct its activities, (b) subject to the Chapter on Board, be entitled to represent College and act or speak on its behalf, (c) be invited to grant Assent, as a member of the Body Corporate to any petition to amend the constitution of the Body Corporate, (d) have oversight of the allocation of rooms and other space in College, (e) assist Board in the performance of its functions, (f) carry into effect the budget determined by Board, (g) perform such other functions as may be delegated by Board pursuant to the Act of 1997 or otherwise, (j) perform such other functions as may be prescribed by the Statutes or the Act of 1997, and (k) have such powers as are necessary or expedient to perform the functions of office.</p> <p>(2) Except where the Principal Enactments otherwise require, the Provost may delegate any of the functions of office, provided that Board has consented in advance to this delegation and the principles of delegation shall apply.</p> <p>Universities Act:</p> <p>(a) The Chief Officer of a university shall, subject to this Act, manage and direct the University in its academic, administrative, financial, personnel and other activities and for these purposes has such powers as are necessary or expedient.</p> <p>(b) The Chief Officer shall be subject to such policies as may be determined from time to time by the governing authority and</p>	<p>Statutes:</p> <p>(a) assist the Provost generally in the management and direction of College, (b) co-ordinate and develop affairs and activities of College, (c) perform such functions as the Provost may delegate pursuant to the Act of 1997 or otherwise, and (d) perform the functions of the Provost during (i) a vacancy in the office of the Provost, (ii) the absence or illness of the Provost, at any time, or (iii) any period for which Board has determined that the Provost is incapable of performing the functions of office.</p> <p>Board approved:</p> <p>(i) Coordinate the activities of other Annual Officers who have cross-cutting policy responsibility in different domains, and Faculty Deans who will have executive responsibility for specific Faculties.</p> <p>(ii) Coordinate College-wide academic policy and strategy, including the student experience, teaching and learning, graduate education, and research.</p> <p>(iii) At the request of the Provost liaise with external stakeholders to represent the College's academic interests and promote the continued development of academic activity within the College.</p> <p>(iv) Chair the Academic Management Group.</p> <p>Delegated functions from the Provost: Chair of Planning Group Chair short-term working groups (e.g. Review of Committees) Responsibility for preparation of Strategic Plan Day-to-day issues as they arise</p>

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Provost	Vice-Provost/Chief Academic Officer
<p><i>shall be answerable to the governing authority for the efficient and effective management of the University and for the due performance of his or her function.</i></p> <p>Board Approved: External representation Strategic direction of the College oversight of all activities External environment</p> <p>Membership of internal Committees: Board (Chair) Council (Chair) Finance (Chair) Executive Officers (Chair) Trinity Foundation Board</p>	<p>Membership of internal Committees: Estates Finance Human Resources Undergraduate Studies (formerly Chair) Graduate Studies Research (Formerly Chair) International (Chair) Quality (Chair) Equality Academic Management Group (Chair) Senior Administrative Management Group</p>

Clarification of roles of Faculty Dean and Heads of School

The following table presents Board-approved roles for Faculty Deans and Heads of School.

Proposals specific to the Faculty of Health Sciences are currently under consideration.

	Faculty Deans (approved Board meeting 4 July 2007)	Heads of School (approved by Board 11 May 2005)
Academic leadership	Provide overall academic leadership within the Faculty and to coordinate the Faculty's strategic direction and in the process represent the Faculty at key fora in College and integrate the Faculty's interests into the overall College strategy.	Ensure the provision of academic leadership and strategic vision, and for the quality of the student experience
Strategic Planning		<p>Develop a strategic plan for the School, in consultation with the School Executive, including the preparation of a staffing and resource plan.</p> <p>Engage the staff of the School and the University's senior officers in devising and agreeing the School's plan.</p> <p>Review the performance of the School in terms of its objectives as stated in its strategic plan and in its staffing and resource plan.</p>
Budgetary Planning	<p>Have overall budgetary authority, accountability and responsibility for all budgets allocated to the Schools in the Faculty, including budgets for research and self-financing, and budgets of Research Institutes and Centres housed within the Faculty¹.</p> <p>Following the annual allocation of budgets to Schools, devolve authority to Schools for the operation of their</p>	<p>Be the budget holder for the School, following devolved authority³, and be financially accountable to the Faculty Dean (in the first instance) for all financial matters;</p> <p>Have responsibility for all financial matters, including financial planning and sustainability, cost control, resource allocation, the identification of new sources of income, the monitoring of expenditure to ensure that it is within appropriate levels,</p>

¹ This clarification is presented in the context of the Board decision that RPM would inform decisions and not be the mechanistic basis for decision making (minute BD/08-09/062 of 19 November 2008 refers)

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	Faculty Deans (approved Board meeting 4 July 2007)	Heads of School (approved by Board 11 May 2005)
	<p>budgets, unless there is an exceptional reason not to do so.²</p> <p>Play an active role in seeking resources that allow for the implementation of strategic goals within the Faculty.</p> <p>Carry-out annual review to identify financial risk at Faculty/School level with the support of the Head of School.</p> <p>Ensure breaches of College policy do not occur.</p> <p>Review and sign-off financial data for inclusion in the ARAM/RPM exercise</p> <p>Ensure all Faculty /School transactions are accounted for through approved College bank accounts and ledgers.</p> <p>Procurement of goods and services in accordance with College policies.</p> <p>Support the implementation of the College's Fraud Policy.</p> <p>Authorise/reimburse expenses/invoices submitted by Head of School.</p>	<p>ensuring the linking of resource allocation to strategic and operational planning and compliance with College approved financial policies.</p> <p>Manage and monitor the implementation of the resource allocation process within the School.</p> <p>Ensure all staff are aware of the existence and extent of the College's financial regulations.</p> <p>Review and sign-off financial data for Unit Cost Exercise (now RPM)</p> <p>Full and accurate recording of assets on the asset register</p> <p>Authorise/reimburse expenses/invoices submitted by members of School</p>
Staffing	<p>Be responsible, within overall College guidelines, for staff recruitment within the Faculty, and to chair (or delegate to chair) selection committees for academic and administrative staff appointments in Schools within the Faculty. Expected to chair selection committees for all permanent appointments except Professorial Chairs.</p>	<p>Deal with staff recruitment matters that fall within the remit of the School.</p> <p>Be a member of Selection Committees for all appointments in the School. (The Head of Discipline may replace the Head of School on such Committees as appropriate.)</p>

³ In order to ensure good and unambiguous governance this devolution is identified as an annual activity. In practice it will happen automatically.

² The allocation process will normally involve the Vice-Provost/Chief Academic Officer, the Faculty Dean the Treasurer and the Head of School.

	Faculty Deans (approved Board meeting 4 July 2007)	Heads of School (approved by Board 11 May 2005)
	<p>Be a member of all search committees for Chair appointments in the Faculty and to play an active role in the negotiations and appointment process for Chairs in the Faculty in collaboration with the Head(s) of School(s).</p> <p>Chair Faculty Executive Committee meetings to approve appointments on the basis of strategic staffing plans subject to approval by Executive Officers.</p> <p>Ensure sufficient funds are in place for all pay costs prior to recruitment.</p> <p>Establish the composition of Selection Committees.</p>	<p>Create a supportive working environment for all staff in the School and fostering their career development.</p> <p>Ensure that staff review and development is completed in a timely manner (including PMDS).</p> <p>Complete probation reviews with all newly appointed academic staff in line with the College's Academic Probation Guidelines, in consultation with the relevant Heads of Discipline.</p> <p>Allocate duties to staff within the School and manage staff in accordance with College policies and procedures.</p> <p>Approve outside earnings activities of staff members in accordance with College regulations.</p> <p>Handle grievance procedures for staff except where a grievance is against the Head of School, in which case the Faculty Dean is responsible.</p> <p>Manage relevant disciplinary procedures for both staff and students.</p>
Space allocation	Be a member of whatever College Committee is established to oversee space allocation and space planning in the College.	General management, subject to College policy, of the School's physical facilities and equipment, including the allocation of rooms and other space.
Memberships/representations	<p>Be an <i>ex officio</i> member of the (new) Executive Group</p> <p>Chair the Faculty Executive Committee, the Faculty 'Management Group', and the Faculty Forum</p>	Represent the School both internally and externally, including representation on College committees.

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	Faculty Deans (approved Board meeting 4 July 2007)	Heads of School (approved by Board 11 May 2005)
	Be a member of Council and relevant College committees, and/or appoint a delegate.	
Teaching, learning and research	<p>Be a member of the Board(s) of relevant Trinity Research Institutes</p> <p>Work closely with the Dean of Graduate Studies on the provision of graduate education</p> <p>Work closely with the Dean of Research on developing and coordinating research activities</p> <p>Chair (normally) award committees for studentships</p> <p>Support quality review and professional accreditation processes</p>	<p>Have overall responsibility for the management of the School's programme of teaching and research and the implementation of the College's academic policy.</p> <p>Ensure the effective delivery of high quality teaching and the maintenance of academic standards.</p> <p>Promote a culture of learning that is directed to student needs, and of teaching that is informed by the research interests of the School's staff.</p> <p>Deal with professional matters where relevant to the activities of disciplines and in particular, the educational requirements of professional accreditation bodies.</p> <p>Foster the development of academic policy and initiatives within the context of the long-term strategies of the College and the School.</p> <p>Develop and maintain a vibrant research culture of international standard, including the promotion of research initiatives and networks.</p> <p>Foster interdisciplinarity both within the School and between Schools.</p> <p>Promote excellence and improvement in all matters of teaching, learning, research and administration.</p> <p>Ensure the regular review, evaluation and development of programmes offered by the School.</p> <p>Advise the Senior Lecturer and the Dean of Graduate Studies on entry requirements for specific courses, in consultation with the relevant course committee as appropriate.</p>

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	Faculty Deans (approved Board meeting 4 July 2007)	Heads of School (approved by Board 11 May 2005)
		<p>Promote collaboration within the School, with other Schools, and with other institutions.</p> <p>Liaise appropriately with the Faculty Dean on cross-School and Faculty-wide issues.</p> <p>Nominate External Examiners for undergraduate programmes to Council for approval.</p>
General management	Oversee appropriate elections within the Faculty.	<p>Responsible for the effective general management of the School</p> <p>Nominate members of the School for appointment of Directors of Teaching and Learning (u/g and p/g) and Research taking account of the range of disciplines in the School. The Directors will report to the Head of School and will have delegated responsibility in their designated areas.</p> <p>Prepare an annual report in agreement with the School's Executive Committee and for consideration by the School Committee.</p> <p>Manage and encourage an information flow to staff and students within the School regarding School and University developments.</p> <p>Ensure the effective operation of the School in accordance with approved governance procedures.</p> <p>Have overall responsibility for ensuring that the School's arrangements comply with legal requirements and related College policies such as health and safety, data protection and data retention policy, freedom of information.</p> <p>Implement decisions of Board and Council and the supply of information in accordance with Board and/or Council directions.</p> <p>Delegate to an Acting-Head during any period of absence of more than three working days.</p> <p>Conduct elections to Headship of Discipline in the School, as required.</p> <p>Other duties as may be assigned by the Board</p>

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Sealings

10 December 2010

**Revenue Commissioners
Bond for Receipt, Safe Custody and Proper Use of Certain Alcoholic Liquor**

The Seal of the College was put to a Bond for the Revenue Commissioners for the receipt, safe custody and proper use of certain alcoholic liquor by the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin.

22 December 2010

St James's Hospital Board - Premises at St James's Hospital, James' Street, Dublin 8 (Wellcome Trust Clinical Research Facility)

The Seal of the College was put in duplicate to an Agreement for Lease, Lease and Deed of Renunciation in respect of premises at St James's Hospital, James's Street, Dublin 8 (Wellcome Trust Clinical Research Facility) by the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and St James's Hospital Board.