The University of Dublin

Trinity College

Minutes of Board Meeting, 2 March 2011

Present	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 D C Barrett, Dr M Bouroche, Dr O Braiden, Ms M A Coffey, Mr F Cowzer, Mr W J Dowling, Ms J Fox, 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, Dr E J O'Halpin, Professor D O'Neill, Dr H J Rice, Dr D M Singleton, Mr N Trigoub-Rotnem.
Apologies	Dr S P A Allwright, Ms S Fleming.
In attendance	Ms S Mac Bride.
(ex officio)	Secretary to the College, Treasurer.
(by invitation)	Chief Operating Officer.
	Academic Secretary (for minute BD/10-11/143)
	Dr T Brown, Chair of GeneSIS Project Board (for minute BD/10-11/143)
	Dean of Students (for minute BD/10-11/144)

SECTION A

BD/10-11/138 Minutes The minutes of the meeting held on 11 November 2010 were approved and signed.

BD/10-11/139 Matters Arising
A number of matters arising from the minutes were discussed and have been recorded below, (see minute BD/10-11/140 below).

BD/10-11/140 Update on Mid-term Academic Review (see minute BD/10-11/119 of 2 February 2011)
The Board noted that following consultation with the Heads of Schools Committee a number of minor amendments to the Roles of Faculty Deans and Heads of School had been proposed. These are incorporated into the final text as presented in Appendix 1 and Appendix 2 to these minutes.

BD/10-11/141   Provost's Report

The Provost advised Board that following the receipt of a number of communications from the HEA the College is seeking legal advice on the level of autonomy afforded to it under the Universities Act 1997. The Board noted the importance of maintaining the College's autonomy in managing its own finances and particularly its ability to operate effectively in light of the current financial crisis. The Provost advised Board that the College's priority is its ability to remain flexible in its operations a key aspect of which is the autonomy to make strategic decisions to ensure the College remains competitive in the international market.

The Board noted that the matter would be presented to Board for discussion at its next meeting.

BD/10-11/142   Financial Plan 2011-2015

The Provost invited Board's attention to a memorandum, dated 23 February 2011, which had been circulated. He advised that, following the Board decision of 10 November 2010 (BD/10-11/057 refers), the Planning Group, a sub-group of Executive Officers, had met weekly and had reviewed the feasibility of the identified targets for both revenue generation and cost management measures to ensure the College had no accumulated deficit by the end of 2015. The Planning Group had also made a number of recommendations addressing the actions developed by Executive Officers. The Provost advised Board that extensive consultation had taken place with members of the College community from the three Faculties, Administrative and Support Areas, Heads of Schools, Fellows and the Students' Unions.

The Vice-Provost/Chief Academic Officer, noting that consultation had taken place with the Heads of Schools Committee, invited Board's attention to the three recommendations which had been proposed by the Planning Group and approved by Executive Officers and to an outline financial action plan for revenue generation and cost management. He advised Board that plans for revenue generation will focus on increasing the number of fee paying students, in particular international students, achieving the College's target for philanthropy and on a commercialisation strategy. The Board noted that cost management strategies will explore the areas of redeployment, a voluntary early retirement scheme, recoupment of social welfare benefit and non-pay cost saving measures.

In the course of a discussion the following issues were raised by Board members, that:
(i)   using the services of an external company to recruit and provide a Foundation Course for international students could create a reputational risk for the College;
(ii)   any early retirement scheme should be balanced by the introduction of new blood posts;
(iii)   the Staff Office should engage with the College community regarding redeployment;
(iv)   the recoupment of social welfare benefits, where payable, of staff on sick leave should not adversely affect staff financially;
(v)   engagement with the College community should encompass all members;
(vi)   the targets for pay and non-pay as outlined in the recommendations should be consistent;
(vii)   an increase in international students will require additional investment in student services;

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(viii)   there is a need for a higher level of consultation with Board members before proposals are presented for approval.

In response to the issues raised, the Provost and Vice-Provost/Chief Academic Officer clarified a number of issues, including that:

(a) specific actions for achieving non-pay reductions will be presented to Board in due course noting that the target for non-pay reductions may be increased;

(b) all cost management strategies must be considered in the context of the College's overall financial position;

(c) any voluntary early retirement scheme will be examined to ensure it offers value to the College;

(d) the Heads of School have approved the recommendations presented.

The Board approved the following three recommendations as presented by the Provost:

(i)   Schools be incentivised to attract additional non-EU students, by splitting income from these students as follows: 50% to the School; 25% to indirect costs; and 25% to be retained to meet the projected shortfall of income over expenditure.

(ii)   The Staff Office and Treasurer's Office develop appropriate administration systems to ensure full recoupment of social welfare benefit by employees.

(iii)   A number of cost management options across all expenditure headings be considered with a view to achieving a reduction of €15m year-on-year by 2014/15.

BD/10-11/143   eStrategy: Student Administration System/GeneSIS
The Chief Operating Officer, present by invitation, invited Board's attention to memorandum, which had been circulated. She advised Board of the progress which had been made in relation to the four projects within eStrategy, noting in particular the GeneSIS project for which a business case, budget, timeline and assumptions were now being proposed. The Board noted that the matter had been considered and approved by Executive Officers, the Finance Committee and the Library and Information Policy Committee.

Dr Brown, Chair of the GeneSIS Project Board, present by invitation, advised Board of the importance of the success of the GeneSIS project to both the student experience and the effectiveness of the College's administration function. He advised Board of the structure of the Project Board and the oversight role of the Project Sponsor. The Board noted the level of consultation which had taken place throughout the College community and the plans to continue this process.

The Academic Secretary, Project Sponsor for the GeneSIS project, present by invitation, by way of presentation, invited Board's attention to the Business Plan for the project which outlined the rationale and the options to address the short-comings of the current systems viz. do nothing, improve processes and enhance existing systems, or replace and reorganise systems.

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The Board noted that the last option had been the one adopted and the Academic Secretary presented a vision as to where the College aims to be in relation to an integrated academic and student administration system by providing timely access to information relating to all stages of the student lifecycle. The Board noted the format of the procurement exercise that had been undertaken and that a preferred supplier had been identified. The Academic Secretary stated that, once the 'cooling' period required under procurement legislation had elapsed, discussions would commence with the preferred supplier had been on the development of an implementation plan which would provide the details and firmer costings to ensure the delivery of the high level issues included in the Business Plan.

The Academic Secretary outlined in some detail the business case for the project and the key players involved in its achievement. The Board noted the establishment of an Academic Services Centre, comprising the functions of student recruitment; registry; academic practice and curriculum development; academic secretariat and student systems support and data analysis. The Academic Secretary outlined the assumptions on which the success of the project is based and sought Board's support for their achievement.

In the course of a long and detailed discussion the following issues were raised by Board members, including that:
(i)   the project timeline should be shorter;
(ii)   the business processes should be sufficiently advanced to support implementation of the project;
(iii)   the College should encourage the preferred vendor to create local employment;
(iv)   the project should focus on processes and people instead of software and should adapt to academic policies;
(v)   the College has yet to establish an internal forum to deal with industrial relations issues which will arise from the implementation of the project;
(vi)   the academic structures should be flexible enough to support the implementation of the project;
(vii)   the Project Board should provide regular progress reports to Board;
(viii)   a cap should be placed on funding for the project and if more is required the matter should return to Board for approval;
(ix)   the risks of the project should be monitored closely.

In response to the issues raised Dr Brown and the Academic Secretary clarified a number of technical issues, including that:
(a) the project timeline will be shortened if it is possible to do so;
(b) the project will be implemented on a phased basis;
(c) the College wants an experienced expert team to implement the project;
(d) contractual provisions will include provisions for project termination/failure;
(e) the level of customisation of the system will not exceed 5%;
(f) at the end of the contractual term with the preferred supplier the terms and conditions can be renegotiated;
(g) all systems implemented will be the property of the College;
(h) IS Services have been involved in all stages of the project;
(i) the Project Board reports regularly to Executive Officers and to the Finance Committee;
(j) the Project Board is confident that robust governance structures are in place to manage the risks identified in the project.

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Noting that the documents circulated were of a confidential nature, the Board approved the business case and funding for the GenSIS project including the budget and timelines and endorsed the following assumptions:

- Active support from the Provost, the Executive Officers, College Board, Heads of School, and the College community in implementing the system.
- Continued prioritisation of the GeneSIS project as a primary strategic initiative for the University.
- Effective and speedy resolution to staff and student dissatisfaction with changed circumstances.
- Active input from academic and administrative staff in the design and roll-out of the system.
- Sufficient resources to ensure only minimum disruption to the core activities of College at School and Centre levels.
- There will be redeployment and potential relocation of staff.
- Revised roles and responsibilities and reporting lines of key staff will be supported.
- There will be no further academic restructuring.
- A full budget is approved and allocated to the project.

The Board agreed that a College level risk analysis should accompany eStrategy proposals in future.

BD/10-11/144 Dean of Students' Annual Report 2009-2010
The Dean of Students, present by invitation, invited Board's attention to his Annual Report 2009-2010, which had been circulated, noting in particular the following:

(i)   **Student Centre** The Dean of Students advised Board that the Students' Union referendum on the introduction of a Student Levy to part-fund the development of a new Student Centre at Luce Hall had not passed.

(ii)   **Student Services** The Board noted the impact that reduced financial resources is having on student services such as the Careers Advisory Service, Student Counselling and Student Health.

(iii)   **The Irish Universities' Student Services Network (IUSSN)** The Dean of Students advised Board that the misuse of alcohol by students is a matter of concern for the IUSSN which has recommended a number of actions which should be implemented to complement the College's existing Alcohol Policy.

(iv)   **Civic Engagement** The Board noted the progress which has been made in relation to the College's commitment to civic engagement as outlined in the Strategic Plan 2010-2014.

Concerns raised by Board members, particularly the student members of Board, on the effect reduced funding is having on student services, in particular the adverse effect of long waiting periods for Student Counselling and Student Health appointments and the need to address the situation was highlighted. The Board noted that should the College proceed with its plans to increase the number of international students

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additional investment in student services will be required due to the high usage of services by this cohort. The Provost, noting the importance of maintaining student services, advised Board that in light of the current financial challenges all funding decisions must be considered as part of the overall financial plan for the College.

BD/10-11/145 **Fellowship 2011**
The Board noted the nominations to Fellowship as presented by the Provost.

BD/10-11/146 **University Council**
The Board confirmed the Acta of the University Council from its meeting held on 11 February 2011 and 16 February 2011 subject to further comments covering CL/10-11/088 (ii), 094, 113, 114 (Items from Section D in the Acta are set out in Section D of these minutes).

BD/10-11/147 **Minutes of the Academic Appeals Committees for Graduate Students (see Acta CL/10-11/094 of 16 February 2011)**
The Board noted and approved the minutes of the Academic Appeals Committees for Graduate Students from its meetings of 17 December 2010, 14 January 2011 (05159326), and 20 December 2010 (06126421).

BD/10-11/148 **International Foundation Programme (see Acta CL/10-11/088 (ii) of 16 February 2011)**
The Vice-Provost/Chief Academic Officer advised Board that, following concerns raised at a previous Council Meeting (Acta CL/10-11/072 of 15 December 2010 refers), the agreement with the provider of the International Foundation Programme had undergone rigorous legal investigation. He advised Board of the importance of this agreement to the success of the College's internationalisation programme and the College's overall revenue generation strategy. The Senior Lecturer advised Board that students accessing the College through the Foundation Programme will have to meet a minimum academic standard set by the College and that to date there has been extensive engagement with relevant academics on setting the curriculum for the programme. The Board noted that this is a joint venture with UCD, and that while UCD may decide to recognise a Foundation Diploma to allow students access into the second year of degree programmes, the College will only accept students from the Foundation Programme who meet the criteria set by the College.

In the course of a long discussion the following issues were raised by Board members, that:
(i)	there is a reputational risk to the College in engaging with a private tuition provider;
(ii)	students should sit the Leaving Certificate as part of the Foundation Programme in order to access the College;
(iii)	the company will have a vested interest in getting as many students as possible into the College and therefore students who do not meet the College's academic standards may be admitted.

In response to the issues raised the Provost and Registrar stated that:

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(a)   the Foundation Programme is designed to bridge the gap for good students from countries where the education system is not the same as the Irish system;

(b)   the College already recognises qualifications other than the Leaving Certificate as part of its entry requirements;

(c)   courses in the Faculty of Health Sciences are excluded from the list of courses for which Foundation Programme students may apply;

(d)   if the venture is not successful there is adequate provision within the agreement to terminate contractual arrangements.

The Board noted that the matter had been discussed extensively by the Undergraduate Studies Committee and approved by University Council as reported to Board on 2 February 2010. Noting the divergence of views among Board members as to the progression of this venture the Board agreed that University Council should closely monitor the progress of the initiative and report to Board on an annual basis.

The Board noted the dissent of Mr Dowling, Dr Gibbons, Dr O'Halpin and Dr Singleton.

BD/10-11/149   Visitors' Hearing
Under Other Business, the Secretary advised Board that the Visitors will hear an appeal on 16 March 2011 taken by an academic member of staff against exclusion from the electorate for the Provost's election.

BD/10-11/150   Preferred Supplier
Under Other Business, the Board noted that following an industrial dispute at the premises of a preferred supplier, alternative arrangements had been put in place.

BD/10-11/151   Gender analysis of the Merit Bar Report
Under Other Business, the Board noted that a report on Gender Analysis of the Merit Bar report would be presented to Board at its next meeting.

BD/10-11/152   Leave arising from new academic year structure
Under Other Business, the Board noted that the Staff Office is currently engaging with managers on leave arrangements deriving from the new academic year structure.

BD/10-11/153   Science Gallery
Under Other Business, and in response to a query, the Secretary advised Board that there is no limit to the number of emails that an institute of the College can send to the College community so long as the purpose is in keeping with the College's email protocol.

SECTION B

BD/10-11/154   Estates Committee The Board noted, and where a decision was required, approved proposals in the draft minutes of the Estates Committee from its meeting of 25 January 2011, noting in particular:

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EC/10-11/015 **Development Plan** The Board noted that a detailed minute of the discussion surrounding the Development Plan will be prepared and that the plan will be amended and presented to the Committee before being presented to Board for approval.

The Board also noted that the minutes should reflect the fact that some members of the Committee voiced their opposition to the proposal for designated quarters for cognate activity in the College.

EC/10-11/018 **Report on Director of Buildings' Area Activities** In response to a query, the Treasurer advised Board that he is engaging with St James's Hospital to mitigate the financial burden being placed on the College due to the delay in receiving HSE approval of the project to provide facilities for cancer research.

BD/10-11/155 **Library and Information Policy Committee** The Board noted, and where a decision was required, approved proposals in the draft minutes of the Library and Information Policy Committee from its meeting of 20 January 2011.

BD/10-11/156 **Student Services Committee** The Board noted, and where a decision was required, approved proposals in the draft minutes of the Student Services Committee from its meeting of 1 February 2011, noting in particular:

SS/10-11/62 **Day Nursery Fees** The Board noted that the Chief Operating Officer had met with parents to discuss their concerns following the Board decision to increase the fees for the Day Nursery. The Board approved the proposal that the increase would be introduced on a phased basis over the next two years.

SS/10-11/65 **Communications Advisory Group Memo re: Student Orientation** The Board noted that the Chair of the Committee has agreed to meet with Dr McGinley and Mr Peare to discuss staffing needs for the proposed rescheduling of Orientation Week and Library tours during the week before registration.

SECTION C

BD/10-11/157 **Constituencies for College Elections**
The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 22 February 2011.

BD/10-11/158 **Higher Degrees**
The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 16 February 2011, as circulated.

BD/10-11/159 **Senior Promotions Committee - Ad Hoc Appeals Committee**
The Board noted and approved the following membership:

Senior Dean *Chair*
Professor C Normand (Council representative)
Professor M Grenfell (ASA representative)

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BD/10-11/160   **Prizes and Other Awards – Establishment and Calendar Entries**
The Board noted, with appreciation, the establishment of the following prizes, and approved the associated *Calendar* entries:

(i)   **American Arbitration Association Rory Brady Prize for Excellence in International Conflict Management**
This prize will be awarded annually between 2011 and 2015 to the undergraduate or postgraduate student at Trinity College Dublin who is determined by the Prize Review Committee to have made an outstanding contribution to the study of conflict resolution. Annual value US$5,000.

(ii)   **Brian Dorgan Postgraduate Prize**
This prize was established in 2011 by his family in memory of Brian Dorgan, a former postgraduate student in the School of Chemistry. It is awarded each year to the postgraduate student registered in the School who, in the opinion of a panel of judges, presents the best poster that describes what their research is about, and what its impact on science and society is, or is expected to be. The Prize is valued at €400.

BD/10-11/161   **Senior Fellowship**
The Board noted the co-option of Professor J W O'Hagan to Senior Fellowship following the retirement of Professor R A Stalley.

BD/10-11/162   **Senate Business – Degree of Master in Arts (*jure officii*)**
The Board noted and approved a memorandum from the Registrar, as tabled dated 1 March 2011.

BD/10-11/163   **Memorandum of Understanding – National Children's Research Centre**
The Board noted that a memorandum of understanding with the National Children's Research Centre was signed by the Provost on 2 February 2011, for research co-operation between the parties.

BD/10-11/164   **Trinity Ball – 8 April 2011 and 20 April 2012**
The Board noted and approved the request of the Chair of Capitation Committee for the Board's permission for the Trinity Ball to take place on 8 April 2011 and on 20 April 2012.

CL/10-11/165   **College Art Collections Advisory Group**
The Board noted and approved memoranda from the Secretary to the Group as follows:

(i)   **Loan** 'Study towards an image of Samuel Beckett' (Louis Le Brocquy) to the Royal Dublin Society, 24 February to 20 March 2011, circulated, dated 7 February 2011;

(ii)   **Professor David A Webb Benefaction of Artworks (1994)**, circulated, dated 21 February 2011. The Board approved that the artworks donated by the late Professor Webb (a) be available for display elsewhere on campus from time to time, either individually or as a group and (b) be made available on occasion as loans to established national and international cultural institutions upon

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recommendation by the Curator and the College Art Collections Advisory Group and Board approval on a case by case basis.

SECTION D

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

Signed: ……………………………..

Date: ……………………………..

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

The following table presents Board-approved roles for Provost and Vice-Provost/Chief Academic Officer.

Provost	Vice-Provost/Chief Academic Officer
Statutes: *(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.* *(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.* *Universities Act:* *(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.* *(b) The Chief Officer shall be subject to such policies as may be* *determined from time to time by the governing authority and* *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.*	*Statutes:* *(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.* *Board approved:* (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. (ii) Coordinate College-wide academic policy and strategy, including the student experience, teaching and learning, graduate education, and research. (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. (iv) Chair the Academic Management Group. *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 *Membership of internal Committees:* Estates Finance

Board Approved: External representation Strategic direction of the College oversight of all activities External environment *Membership of internal Committees:* Board (Chair) Council (Chair) Finance (Chair) Executive Officers (Chair) Trinity Foundation Board	Human Resources Undergraduate Studies (formerly Chair) Graduate Studies Research (Formerly Chair) International (Chair) Quality (Chair) Equality Academic Management Group (Chair) Senior Administrative Management Group

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Clarification of roles of Faculty Dean and Heads of School

The following table presents Board-approved roles for Faculty Deans and Heads of School incorporating the views of the Heads of School Committee 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		Develop a strategic plan for the School, in consultation with the School Executive, including the preparation of a staffing and resource plan. Engage the staff of the School and the University's senior officers in devising and agreeing the School's plan. Review the performance of the School in terms of its objectives as stated in its strategic plan and in its staffing and resource plan.
Budgetary Planning	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 within the Faculty[1]. Following the annual allocation of budgets to Schools, devolve authority to Schools for the operation of their budgets, unless there is an exceptional reason not to do so.[2]	Be the budget holder for the School, following devolved authority[3], and be financially accountable to the Faculty Dean (in the first instance) for all financial matters; Have responsibility for all financial matters, including financial planning and sustainability, cost control, resource allocation, the identification of new sources of income, the

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[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)

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

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

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	Play an active role in seeking resources that allow for the implementation of strategic goals within the Faculty. Carry-out annual review to identify financial risk at Faculty/School level with the support of the Head of School. Ensure breaches of College policy do not occur. Review and sign-off financial data for inclusion in the ARAM/RPM exercise Ensure all Faculty /School transactions are accounted for through approved College bank accounts and ledgers. Procurement of goods and services in accordance with College policies. Support the implementation of the College's Fraud Policy. Authorise/reimburse expenses/invoices submitted by Head of School.	monitoring of expenditure to ensure that it is within appropriate levels, ensuring the linking of resource allocation to strategic and operational planning and compliance with College approved financial policies. Manage and monitor the implementation of the resource allocation process within the School. Ensure all staff are aware of the existence and extent of the College's financial regulations. Review and sign-off financial data for Unit Cost Exercise (now RPM) Full and accurate recording of assets on the asset register Authorise/reimburse expenses/invoices submitted by members of School
Staffing	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. 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). Chair Faculty Executive Committee meetings to approve appointments on the basis of strategic staffing plans subject to approval by Executive Officers. Ensure sufficient funds are in place for all pay costs prior to	Deal with staff recruitment matters that fall within the remit of the School. Be a member of Selection Committees for all appointments in the School. (A designated Head of Discipline may replace the Head of School on such Committees as appropriate.) Create a supportive working environment for all staff in the School and fostering their career development. Ensure that staff review and development is completed in a timely manner. Complete probation reviews with all newly

	recruitment. Establish the composition of Selection Committees.	appointed academic staff in line with the College's Academic Probation Guidelines, in consultation with the relevant Heads of Discipline. Allocate duties to staff within the School and manage staff in accordance with College policies and procedures. Approve outside earnings activities of staff members in accordance with College regulations. Handle grievance procedures for staff except where a grievance is against the Head of School, in which case the Faculty Dean is responsible. Manage relevant disciplinary procedures for both staff and students.
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	Be an *ex officio* member of the (new) Executive Group Chair the Faculty Executive Committee, the Faculty 'Management Group', and the Faculty Forum Be a member of Council and relevant College committees, and/or appoint a delegate.	Represent the School both internally and externally, including representation on College committees.
Teaching, learning and research	Be a member of the Board(s) of relevant Trinity Research Institutes Work closely with the Dean of Graduate Studies on the provision of graduate education Work closely with the Dean of Research on developing and coordinating research activities	Have overall responsibility for the management of the School's programme of teaching and research and the implementation of the College's academic policy. Ensure the effective delivery of high quality teaching and the maintenance of academic standards.

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	Work closely with the Senior Lecturer on the provision of undergraduate education Chair (normally) award committees for studentships Support quality review and professional accreditation processes	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. Deal with professional matters where relevant to the activities of disciplines and in particular, the educational requirements of professional accreditation bodies. Foster the development of academic policy and initiatives within the context of the long-term strategies of the College and the School. Develop and maintain a vibrant research culture of international standard, including the promotion of research initiatives and networks. Foster interdisciplinarity both within the School and between Schools. Promote excellence and improvement in all matters of teaching, learning, research and administration. Ensure the regular review, evaluation and development of programmes offered by the School. 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. Promote collaboration within the School, with other Schools, and with other institutions.

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		Liaise appropriately with the Faculty Dean on cross-School and Faculty-wide issues.
		Nominate External Examiners for undergraduate programmes to Council for approval.
General management	Oversee appropriate elections within the Faculty.	Responsible for the effective general management of the School
		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. Prepare an annual report in agreement with the School's Executive Committee and for consideration by the School Committee. Manage and encourage an information flow to staff and students within the School regarding School and University developments. Ensure the effective operation of the School in accordance with approved governance procedures. 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. Implement decisions of Board and Council and the supply of information in accordance with Board and/or Council directions. Delegate to an Acting-Head during any period of absence of more than three working days.
		Conduct elections to Headship of Discipline in the School, as required.

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		Other duties as may be assigned by the Board