

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Statutory Board Meeting, 1 September 2011

- Present* Provost (Dr J Prendergast), Registrar (Professor J Barkhoff), Bursar (Professor F M Boland), Professor S P A Allwright, Mr R Bartlett, Ms R Barry, Dr M Bouroche, Dr O Braiden, Professor M A Coffey, Mr F Cowzer, Professor W J Dowling, Mr J Gallagher, Professor R Gilligan, Professor J F McGilp, Dr K J McGinley, Professor N Marples, Ms L Miller, Ms N Murray, Ms M O'Connor, Professor E J O'Halpin, Professor D M Singleton.
- Apologies* Vice-Provost/Chief Academic Officer (Professor M A Marsh), Senior Lecturer (Professor A Douglas), Professor S D C Barrett, Professor H Gibbons, Professor D O'Neill, Professor H J Rice, Ms S Mac Bride.
- (ex officio)* Secretary to the College, Treasurer.
- (by invitation)* Chief Operating Officer.
- Professor L Hogan (for BD/11-12/002)

The Board noted with sadness and regret the recent death of Dr R B McDowell (F.T.C.D. 1951), a former Associate Professor of Modern History and Professor of Oratory. The Board expressed its appreciation of Dr McDowell's contribution to the academic and community life of the College over a very long period, noting in particular his significant contribution as Junior Dean from 1956 to 1969.

The Provost, opening his first meeting in that role, welcomed the Board to the new academic year and stated that he was looking forward to leading the College through the challenging times ahead.

SECTION A

BD/11-12/001 Statutory Declaration

The Provost paid a particular welcome to the student members of Board who were attending their first meeting and invited them to make the Statutory Declaration as provided for in the 2010 Consolidated Statutes.

BD/11-12/002 Nomination of Vice-Provost/Chief Academic Officer

The Provost advised Board that following the procedure when he had been appointed the first Vice-Provost/Chief Academic Officer in 2008 he had invited his nominee for the position, Professor Linda Hogan, to attend the Board meeting to give a brief

presentation of her vision for the role and to give Board members the opportunity to discuss some of these issues with her.

Professor Hogan, stating that she considered it a privilege to be nominated for the role of Vice-Provost/Chief Academic Officer thanked the Board for the opportunity to highlight some of the principles that would guide her in fulfilling this role if so appointed. She advised Board that in deliberating on the role of the Vice-Provost/Chief Academic Officer she was mindful of the Board's discussions in 2008 as it considered the respective roles of Annual Officers in the context of restructuring, stating that she had noted in particular its discussions as it affirmed the statutory role of the Vice-Provost and added new responsibilities.

Noting that it is essential that the College's core academic objectives are re-affirmed and that they continue to shape the development of College-wide academic policy she invited Board's attention to three principles which she said would underpin her activities as a future Vice-Provost/Chief Academic Officer:

- protecting and promoting the essential relationship between research and teaching;
- enhancing the student experience in the context of an increasingly diverse student body and of reduced financial resources;
- ensuring that, as Chair of the Planning Group, the academic mission is supported by robust financial planning, in which the College's academic and financial objectives are aligned.

Having elaborated on each of the above principles in turn, Professor Hogan concluded her presentation by commenting on the importance of affirming the value of university education in what has become a deeply sceptical political context. She stated that the College will need to partner its many stakeholders, as well as with its alumni, as it shapes the national debate and articulates the deeper purposes of education. She also emphasised the importance of engaging with current students, who she stated have the capacity to be the College's best ambassadors.

In the course of a discussion, Professor Hogan responded to queries from Board members on the following topics:

- the value and future of the Tutorial Service in which she outlined the importance of the Service for the student body and the need to engage effectively with the HEA on future funding arrangements. She also noted that she favours a voluntary rather than a mandatory nomination of Tutors;
- the Heads of School Committee which she sees as an important element of the decision-making processes in College and a mechanism whereby College priorities can get embedded into the operation of the College.

Professor Hogan then withdrew from the meeting.

Board members expressed their unequivocal support for Professor Hogan as Vice-Provost/Chief Academic Officer and confirmed that it will be a five-year appointment which will be reviewed after three years.

Professor Allwright and Dr Bouroche withdrew from the meeting.

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BD/11-12/003 Annual Office

The Board approved the following nominations for Annual Officers for 2011-2012 with effect from the conclusion of the meeting:

Vice Provost and Chief Academic Officer	Professor Linda Hogan
Bursar ¹	Professor David Lloyd
Registrar	Professor Shane Allwright
Dean of Research	Professor Vinny Cahill
Dean of Graduate Studies	Professor Veronica Campbell
Senior Lecturer	Professor Patrick Geoghegan
Dean of Students	Professor Amanda Piesse
Senior Tutor*	Professor Claire Laudet
Senior Dean	Professor Moray McGowan
Junior Dean	Professor Tim Trimble
Senior Proctor	Professor John R Graham
Junior Proctor	Professor Peter Humphries
Public Orator	Professor Anna Chahoud
Community Liaison Officer	Professor Ciaran Brady

Professor Allwright and Dr Bouroche rejoined the meeting.

BD/11-12/004 Development of Global Relations

The Provost invited Board's attention to a memorandum, dated 25 August 2011, which had been circulated outlining proposals to develop a strategy for global relations.

Introducing the topic, he invited Board's attention to the increasing pace of movement from a national context to a global context for education and research. He noted that, while Trinity has an international staff and student body, more needs to be done to benefit from the opportunities of global interactions which include *inter alia*, global student recruitment, student exchanges and semesters abroad at undergraduate level and global alumni networks and philanthropy.

The Provost stated that in his view the College's structural and organisational arrangements for its international activities were not adequate for the current challenges, notwithstanding the enthusiasm and efforts of previous Academic Officers and the administrative and support staff working on international activities. Outlining the requirements for the implementation of a successful international policy he concluded that, due to other demands on their time, he did not think it was possible for the Vice-Provost/Chief Academic Officer and/or the Registrar to continue to carry this portfolio. He also noted that peer universities have appointed senior academic staff with sole responsibility for leading international strategies.

He advised Board that he wished to create a new Executive Officer position as Head of Global Relations with the title of Vice-Provost for Global Relations. He stated that if Board approved this appointment the appointee would be empowered to develop and implement a new Global Relations Strategy for the College which would build on the College's current Strategic Plan. He advised that this strategy would be presented to

¹ To exercise the function of Director of Strategic Innovation

* Annual Statutory Officer elected by Tutors

Board as soon as possible and would include projections for the associated costs and income streams.

In response to concerns about statutory issues arising from the establishment of this new position, the Registrar advised Board that it would not be prudent to proceed immediately to seek a change to the Statutes to accommodate the proposed new officership, noting that a trial period of a number of years for such new posts had been the practice previously. He also stated that while the Statutes specify the establishment of one Vice-Provost there are precedents for other Vice-Provosts which have been appointed from time-to-time.

The Registrar advised Board that, in his opinion and for the avoidance of doubt, the Visitors should be asked for an opinion as to whether the establishment of a Head of Global Relations carrying the title of Vice-Provost for Global Relations is compatible with the Statutory Vice-Provost. He also advised Board that the draft Schedule on the role of Officers, together with other out-standing Schedules to the Statutes, would be presented to Board during Michaelmas Term.

In response to queries raised by Board members the Provost advised that the proposal was to establish the post for the intended post-holder on a three-year basis after which it would be reviewed. He also stated that the relationship between the proposed new post and the Registrar and Vice-Provost/Chief Academic Officer had been clarified to ensure that there would be no overlap between their respective functions

In discussing the proposal, Board members, supporting the initiative, stated that it would be important to move in a measured way towards achieving the goals of the global strategy so as to ensure their long-term success. It was noted that the strategy should include detailed costings and that it should be given a budget sufficient to achieve its objectives. It was also noted that the strategy should address potential duplication with other College activities, include KPIs to measure its achievements and have as a context the contribution which Trinity makes to Ireland's standing on the world stage. The need to link this strategy and the College's emerging Communications Strategy was also stressed. The importance of providing a positive experience for international students was highlighted as an important element of the strategy, as was the possibility that the College might open offices overseas to support its activities, similar to those operated by peer universities. It was also stated that there is a need to be realistic about the ability of some Schools to provide the education and research experience required by international students.

In response to concerns expressed by Board members that the proposed new position might not fit with the work of Trinity Foundation and the Science Gallery, the Provost assured Board that discussions had taken place with the Trinity Foundation on the College's plans and that all were agreed that while there would be no reporting line from the proposed new role to the Foundation, or *vice versa*, there would be a close cooperative working relationship to ensure the maximum benefit to the College. The Provost also stated that the Science Gallery can do great work to support the College both nationally and internationally noting that in so doing it must work with relevant College areas to achieve the College's objectives.

In response to queries about the funding for the initiative, the Treasurer advised Board that should the post proceed, arrangements will be put in place for replacement teaching and research. He noted that there would be a cost to the

Incorporating any amendments approved at subsequent Board meetings

College in establishing the global relations function and that once the strategy has been developed the level of resources would be known. The Provost affirmed that, in time, the function was expected to generate sufficient funds to cover its own costs.

In considering possible alternative titles for the new role it was acknowledged that there is a lack of clarity internationally about the meaning of the title Provost and that the Board might consider at a future date the possibility of the Provost using the title of President along with that of Provost.

The Board, noting the need to avoid any delay in developing the global relations function, approved the Provost’s proposal and asked the incoming Registrar to submit a query to the Visitors as to whether the establishment of a Head of Global Relations carrying the title of Vice-Provost for Global Relations is compatible with the Statutory Vice-Provost.

Following the approval of the post, the Board approved the Provost’s nomination of Professor Jane Ohlmeyer as the Vice-Provost for Global Relations with immediate effect.

BD/11-12/005 Board Vacancy: Fellows and Fellow Professors Constituency

Under Other Business, the Secretary advised Board of the arrangements which would be put in place to fill the vacancy in the Fellows and Fellow Professors Constituency as a result of Professor Allwright’s appointment as Registrar.

BD/11-12/006 Governance: Role of Chair of the Board

Under Other Business, in response to a query, the Registrar confirmed that separation of the role of Chair of the Board from that of Provost would require a change to the Statutes. It was noted that such a separation is not precluded by the Universities Act 1997.

In concluding the meeting, the Provost thanked the out-going Officers, namely the Vice-Provost/Chief Academic Officer, the Bursar, the Senior Lecturer and the Registrar for their unstinting work on behalf of the College during their terms of office. He also paid tribute to his predecessor Professor John Hegarty, for his vigour and determination in leading the College through both good and difficult times, noting that he left the College in a good position to face the challenges of the coming years.

Signed:

Date: