

*Incorporating any amendments approved at subsequent meetings*

## The University of Dublin

### Trinity College

#### Minutes of the Joint Board and Council Meeting of 18 June 2014

- Present* Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Bursar (Professor G J Lacey), Senior Lecturer/Dean of Undergraduate Studies (Professor P Geoghegan), Registrar (Professor S P A Allwright), Vice-President for Global Relations (Professor J H Ohlmeyer), Dr O Braiden, Mr F Cowzer, Professor W J Dowling, Ms S Dunphy, Mr D Frost, Mr J Gallagher, Mr G J Garrahan, Mr S Garry, Professor H Gibbons, Mr R Kenny, Mr J Leahy, Mr T Lenihan, Professor J F McGilp, Professor N Marples, Professor M Ó Siochrú, Professor H Rice, Dean of Graduate Studies (Professor A Long), Dean of Research (Professor V Cahill), Dean of Arts, Humanities and Social Science, (Professor J Wickham), Professor J Walsh, Professor G Davey, Professor R Dahyot, Dean of Health Sciences, (Professor M McCarron), Professor J Nunn, Professor D Brennan, Dr S Bloomfield, Dr A O’Gara, Dean of Students, Ms H Hughes, Mr I Mooney, Mr D McGlacken-Byrne, Ms S G Smith, Ms A Worrall (Observer), Ms J Chaisson (Observer).
- Apologies from:*
- Board**  
Professor Sean Barrett, Dr Mélanie Bouroche, Professor Eileen Drew.
- Council**  
Dean of Engineering, Mathematics and Science, Senior Tutor, Professor Eoin O’Dell, Professor Maureen Junker-Kenny, Professor Graeme Watson, Ms Doris Alexander, Professor Ian Donohoe, Professor Daniel Faas, Professor Anne-Marie Healy, Professor Stephen Smith, Mr Nicholas Slater.
- In attendance* Assistant Secretary to the College (Ms Victoria Butler), Ms Sorcha De Brunner.
- (ex officio)* Secretary to the College (Mr J Coman), Treasurer/Chief Financial Officer (Mr Ian Mathews), Academic Secretary (Ms Patricia Callaghan), Librarian (Ms Helen Shenton).
- (by invitation)* Interim Chief Operating Officer (Ms Geraldine Ruane), Professor Gillian Martin (incoming Senior Lecturer/Dean of Undergraduate Studies), Professor Juliette Hussey (incoming Vice-President for Global Relations), Professor Tim Savage (Associate Dean for Online Education), Mr Nick Sparrow (Director of the Trinity Foundation), Ms Orla Sheehan (Manager, Academic Services Division), Ms Sheena Brown (Office of the Vice-Provost/Chief Academic Officer).
- Ms Michelle Tanner, Head of Sport and Recreation for BD/13-14/287 and CL/13-14/222.

## SECTION A

### BD/13-14/287 Welcome Address

CL/13-14/222 The Provost invited Ms Michelle Tanner, Head of Sport and Recreation, to address the members of Board and Council. Ms Tanner welcomed everyone to the Dublin University Boathouse, outlining some of the recent sporting achievements of the boat clubs.

The Provost introduced those present by invitation and asked the Secretary to the College to inform Board and Council members of any apologies received.

### BD/13-14/288 Statements of Interest

CL/13-14/223 There were no statements of interest.

### BD/13-14/289 Introduction

CL/13-14/224 With reference to the Strategic Plan 2014-2019, the Provost advised the members of Board and Council that it is envisaged that the joint meeting would result in approval of the strategic direction of the plan including the Mission, Vision and Values of the plan and the final version of the overall framework of the goals and actions.

#### **Mission, Vision, Values**

The Provost invited the attention of members of Board and Council to a presentation outlining the proposed Mission, Vision and Values for the Strategic Plan, noting that an item on this had previously been considered at separate meetings of Board and Council.

The Provost advised that it will take a comprehensive effort to realise the proposed mission and vision for the College and that many of the required actions had already commenced, in particular the College strategies which underpin the new Strategic Plan. He then stated the proposed Mission and noted the nine goals contained in the draft strategic plan as follows:

Strengthen Community

Promote Student Life

Renew the Trinity Education

Activate Talents

Build Valuable Partnerships

Do Research of Impact

Engage with Public

Act Institutionally

Live our Values

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The Provost then invited the Vice-Provost/Chief Academic Officer to address the meeting. The Vice-Provost/Chief Academic Officer invited the attention of Board and Council to the specific actions required in order to achieve each of the 9 goals as outlined in the presentation. She then invited members of Board and Council, who were seated at tables representing the goals of the Strategic Plan, noting that the last three goals had been grouped together under one heading of Public Engagement and Citizenship, to discuss the specific goal and the corresponding actions assigned to their individual table. She asked that a volunteer from each table be nominated to take notes of the discussion with a view to providing feedback to the meeting.

The Provost advised the Board and Council that the goals for the Strategic Plan are ambitious with an emphasis on engaging in globalisation, a trend which can be seen in other leading universities across the world, and which would have far-reaching implications including on-line education, the Global Relations Strategy and research in the College.

**BD/13-14/290 Breakout Sessions and Feedback**

**CL/13-14/225** After 30 minutes the Vice-Provost/Chief Academic Officer reconvened the meeting and feedback was provided by each group as follows:

**Strengthen Community**

Discussion on this goal was concentrated on four main headings as follows:

**Access and Participation**

The group highlighted the need to support students throughout their studies. In this regard College should focus on the transition to third-level education for new entrants and on providing adequate financial and student services supports. In addition, College should continue to engage fully with initiatives like HEAR and DARE and to ensure diverse access and progression routes.

**Internationalisation**

The importance of ensuring the appropriate integration of international students in to the College community and of ensuring that international students take part in all courses was noted. This group also reminded members of the Board and Council that a growth in international students would require an increase in the capacity of the College to deliver courses to larger cohorts and the shortage of student accommodation was also noted as an issue to be addressed.

**On-Line Education**

The importance of ensuring that the standard of quality of those courses to be delivered on-line is comparable to the existing standard of courses delivered by the College was noted. The group also advised the Board and Council that consideration should be given to ways of integrating students taking on-line courses in to the College community and commend the on-line education initiative noting the ability of this initiative to ensure Trinity courses were accessible to a much larger and more diverse potential student body.

**Alumni**

The importance of actively engaging with the College Alumni and future Alumni, that is current students, was noted.

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### **Promote Student Life**

The group returned comments on this goal according to the three headings as follows:

#### **Transition to 3<sup>rd</sup> Level**

Noting the mixed views within the group, the group representative commented on the use, in other institutions, of parent/guardian days to showcase student life on campus. It was also suggested that a College Officer be assigned to overseeing the transition of incoming Junior Freshmen students from 2<sup>nd</sup> level to the College.

#### **Student Environments**

The group noted the additional space requirements that are anticipated as a result of the planned growth in student numbers and in particular the requirement for additional study space and flexible meeting spaces.

#### **Student Services and Registry**

The uniqueness of the Tutor system to College was noted and the group emphasised the importance of protecting this system. It was also suggested that greater emphasis should be placed on the Student Charter.

### **Renew the Trinity Education**

It was proposed that College should renew its commitment to providing a high quality student learning experience. This learning experience and the quality of Trinity's graduates are at the core of the College's identity.

In terms of the College curriculum, the group suggested amending the text in the document to include the following phrase 'research-inspired teaching'.

It was also suggested that access to work experience could be factored in to all courses offered, as at present the level of work experience opportunities available to students varies from School to School.

Whilst welcomed, further clarity in relation to the two new proposed academic career tracks was requested and it was suggested that it may be more appropriate to include this action under the Activate Talents goal.

The group advised that a greater emphasis should be placed on the provision of continuing professional development (CPD) and the contribution College could make to this area, noting that this would require investment and institutional commitment.

### **Activate Talents**

Feedback on this goal focused on actions B.1 to B.4 and it was suggested that the draft text for this section be reviewed to ensure there is sufficient scope for flexibility and change across the College. In relation to Action B.3 "TL & R Academy" it was queried as to how this would relate to Trinity Research and Innovation.

With particular reference to Action B.4 'Trinity traditions: Tutorship, Scholarship & Fellowship, Governance' it was suggested that every effort should be made to maintain the Tutor system. It was also suggested that Scholarship and Fellowship be kept under review to ensure adequate governance is in place.

In response to a comment from this group, the Vice-Provost/Chief Academic Officer clarified that flexibility will be required across all staff groups and throughout the

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College community and a coherent approach would be followed to facilitate institutional change and the achievement of the goals of the Strategic Plan.

#### **Build Valuable Partnerships**

Feedback in relation to B.5 'Innovation Ecosystem', focused on the need to minimise potential conflict between open ended goals and closed specific goals to ensure clarity on the realistic expectations of the performance of College during the five years of the Strategic Plan. It was noted that students would be particularly interested in the development of internships.

With reference to Action B.6 'Dublin/Leinster Pillar 1 Cluster' the group suggested giving consideration to wider academic relationships such as the implications of the potential establishment of a Technological University in Dublin.

It was also suggested that a reference to College societies should be included in Action B.7 'Trinity as a creative arts catalyst' and in particular the importance of ensuring engagement with extra-curricular activities and in harnessing the talents employed in such activities. Further clarity on the reference to internships would also be welcome.

The group noted that there was no specific reference to the role of the student in relation to the development of Trinity Health Ireland and suggested that this could be incorporated in to the draft text. The difficulties faced by students in the Health Sciences Faculty in relation to interprofessional education was raised as an issue for further consideration.

#### **Do Research of Impact**

The group discussing this goal proposed that the draft text should reflect the significant contribution of the College to research both within Ireland and internationally.

It was also suggested that further consideration be given to clarifying the Trinity definition of research and outlining how contributions from individuals and small groups can have a significant impact worldwide.

#### **Public Engagement and Citizenship**

This group suggested that further consideration be given to the image which Trinity is trying to project both nationally and internationally. The group emphasised the importance of ensuring that the College is seen as an accessible and interesting place to visit and suggested that daily lectures on current affairs be organized to firmly establish Trinity as a source of informed expertise.

The group commented that further reflection should be given to the impacts of globalisation and that efforts should be made to ensure that engagement with overseas partners is a two-way process.

The group welcomed the inclusion of a specific goal in relation to volunteering, noting the significant opportunity to be more innovative that this represents.

The Vice-Provost/Chief Academic Officer thanks each of the groups for their comments and detailed engagement, noting that further amendments would be made to the draft text of the Strategic Plan as appropriate.

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**BD/13-14/291 Costings and Risk Assessment**

**CL/13-14/226** The Vice-Provost/Chief Academic Officer invited Board and Council's attention to two documents outlining the costings and risk assessment associated with the Strategic Plan, which were tabled.

The Treasurer/Chief Financial Officer informed Board that due to the anticipated reduction in Government funding to the College and the existing pay commitments of the College that there was limited financial flexibility available to the College.

The Treasurer/Chief Financial Officer then provided a summary of the indicative costs associated with the implementation of each of the specific goals and the associated funding source if identified. He advised the Board and Council that as presently costed there is a significant funding shortfall.

The Vice-Provost/Chief Academic Officer thanked the Treasurer/Chief Financial Officer for the detailed costings and informed members of Board and Council that major projects will only be given approval to proceed once an appropriate funding source has been identified. She also advised Board that each of the actions will be sequenced as implementation of the plan begins, with some actions not emerging until towards the end of the five year plan.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer clarified that the costings and risk document formed a set of internal working documents which underpin the implementation of the Strategic Plan, but that would not be published.

The Vice-Provost/Chief Academic Officer invited the interim Chief Operating Officer to introduce the risk assessment document. The interim Chief Operating Officer invited Board and Council's attention to a memorandum, dated 17 June 2014, which had been tabled. She advised members of Board and Council that, having considered the detailed actions required to deliver the strategic objectives, the high level risks have been identified under the following headings:

- Strategic
- Governance and Compliance
- Finance and Funding
- Operational.

She then welcomed comments from members of Board and Council in relation to any amendments and additions to the document.

**BD/13-14/292 Discussion and Decisions**

**CL/13-14/227** The Vice-Provost/Chief Academic Officer opened the item for discussion and invited comments on any aspect of the proposed Strategic Plan.

The following comments were made by members of Board and Council:

The risks are presented as discrete entities and work needs to be undertaken to link these and to present an institutional view.

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The development of the two new academic career tracks could be viewed as a move away from research activity and potentially represent a risk to research funding.

It is important to provide a physically and aesthetically sound environment for members of the College community.

Maintaining a four year degree programme structure has significant benefits for students and potential employers.

While promoting the standing of College as a university of global consequence, the fact that Trinity is the leading university within Ireland should also be emphasised.

The interim Chief Operating Officer, in response to a comment from a Board member, advised Board and Council that the assignment of individual owners to each of the risks associated with the plan would ensure appropriate monitoring of the risks.

The Vice-Provost/Chief Academic Officer, in response to a query from a Council member, advised the meeting that any identifiable additional revenue generated from specific activities had, where possible, been included in the planning phase and it is envisaged that such income will be utilized to meet the shortfall in current income.

Responding to comments from a Council member the Vice-Provost/Chief Academic Officer advised members of Board and Council that the projected growth in student numbers under the new Strategic Plan anticipates the number of students in College rising to 18,500. She noted that several steps have already been taken to minimise the impact of this growth on the staff: student ratio and capacity including the creation of 40 Ussher lectureships and the completion of the Trinity Biomedical Sciences Institute and the Long Room Hub. The Vice-Provost/Chief Academic Officer, acknowledging that this ratio varies across the Schools, clarified that this was largely as a result of internal resource allocation decisions and not a direct result of a growth in the size of the student population.

Following comments from Board members it was agreed that the risk assessment document would be amended to group the risks in to two categories: internal and external, to reflect those risks over which the College has limited or no control. It was also noted that further detail on risk B.10 'Research Environment' was required.

In response to a query from a Board member, the interim Chief Operating Officer advised the meeting that the risks had been identified by taking an overview of the proposed Strategic Plan and identifying the core activities needed to drive the plan forward. She welcomed comments from members of Board and Council in regarding any additions or amendments which may be required.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer clarified that there were three owners of the risks associated with the Strategic Plan, herself regarding academic elements, the Chief Operating Officer regarding operational elements and the Treasurer/Chief Financial Officer regarding financial elements and advised that further work would be conducted regarding the interdependencies of the nine goals.

The Provost invited the Director of the Trinity Foundation to update Board and Council on the work of the Foundation and recent philanthropic developments. The Director of the Foundation thanked all who had drafted the text of the draft Strategic Plan,

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the costings and the risk assessment documents. He advised the members of Board and Council that the Benefactors frieze in the Dining Hall was established just over a year ago and that new donations in that year had been significant. He also advised the meeting that the Foundation had already identified two thirds of the target philanthropic amount for the Trinity Business and Innovation Hub. Noting that a dedicated member of staff had been assigned to the E3 Strategy, the Director also advised Board and Council that the Foundation had received positive feedback in relation to the Trinity EngAGE Strategy and the proposal to further develop the relationship with St James Hospital noting that building on links with the main hospitals had proven very beneficial for American universities. The Director concluded by informing the meeting that a review of readiness campaign, encompassing the Foundation, the College and its donor pool, had been conducted to establish whether the financial targets in the new Strategic Plan were achievable; the evidence suggests that the targets are achievable with much work already underway.

In response to a comment from a Board Member, the Director of the Trinity Foundation advised the meeting that the Foundation was adopting a two pronged approach to funding initiatives such as the Trinity Visitor Experience whereby it is envisaged that private funding will be leveraged to encourage matching funds from the Government.

The Treasurer/Chief Financial Officer advised members of Board and Council that while some activities already have financial commitments and exposures, the success of the Global Relations Strategy and the planned growth of the School of Business will be required to enable College to meet the desired level of activity and commitments envisaged in the new Strategic Plan.

Noting that there were several strategies underpinning the objectives of the new Strategic Plan the Provost then invited each of the relevant Officers to provide an update in relation to the strategy on which they are currently engaged.

The Bursar/Director of Strategic Innovation updated Members of Board and Council in relation to the Estates and Infrastructure Control Plan. He informed the Board that the Estates Policy Committee was now formally established and that the Committee would be reviewing current College policies and developing new policies which would enable the College to utilise existing space in a more efficient manner, particularly given the growth in student numbers currently coming through the educational system which will result in an increase in the number of students looking to access college in the long term. The Bursar/Director of Strategic Innovation informed members of Board and Council of the positive contribution the College has already made in relation to the development of Pearse Street with further plans for that area and the Provost advised the meeting of the importance of ensuring that the campus is a comfortable, attractive and workable environment for all.

The Dean of Research provided an update to members of Board and Council in relation to the Industry Engagement Strategy noting that as a result of a more proactive approach it was likely that the envisaged levels of industry funding of College activity would be achieved. He informed Board that work was underway to develop and entrepreneur in residence scheme. The Dean of Research also advised the meeting that the level of research activity in College had increased in the last academic year with a higher level of research funding being awarded to the College than in the

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previous year, coupled with significant progress being made in relation to Horizon 2020 and new European Research Council programmes.

With reference to the Rankings Strategy, the Dean of Research informed members of Board and Council that the College had improved its position in the QS rankings in the last year and that a more comprehensive understanding of required rankings criteria had now been established. In response to a query from the Provost, members of Board and Council considered the possibility of establishing a rankings target for the College and it was suggested that College should consider setting a target to improve the current citations position and to ensure an internal focus on research activity and relevant supports. In response to a comment from a Board member, it was noted that increased media coverage of research achievements would be beneficial for the College.

The interim Chief Operating Officer provided an update for members of Board and Council in relation to the HR strategy noting the direct link between this strategy and Action A.1 'Access and Participation' and B.2 'Flexible Organisation'. In light of the significant amount of change on-going in the College, she noted that the Human Resources unit was being restructured and advised the meeting that it would be timely to review the HR Strategy.

The Associate Dean for On-Line Education provided an update for members of Board and Council in relation to the Online Education Initiative, noting that nine months of the proposed 24 month timeline of this pilot had now passed. With reference to Action A.3 'online students', he advised the meeting that it is envisaged that there will be 1,000 students engaged in online education (not including MOOCs) by the end of the Strategic Plan. He also advised members of Board and Council that further work was underway in developing a comprehensive on-line strategy for the College and that an update would be provided to Board during the next academic year.

The Vice-President for Global Relations provided an update for members of Board and Council in relation to the Global Relations Strategy noting that Phase I was now complete with Phase II about to commence which will focus on enhancing the reputation of the College and providing financial stability. With reference to the planned growth in international students by 18%, she advised the meeting of the significant opportunity this strategy represented for the College and in particular the financial flexibility that could be provided to recruit staff members and provide additional resources. Noting that her term of Office is to come to an end in the coming weeks, the Vice-President for Global Relations noted her confidence in the College being able to meet the targets in the Global Relations Strategy and wished the incoming Vice-President for Global Relations, Professor Juliette Hussey, well in the role.

The Provost noted the need for a Library Strategy as part of the implementation of the University's Strategic Plan. The Librarian and College Archivist, noting the enabling role of the Library in the context of the new Strategic Plan, warmly welcomed the Provost's suggestion and echoed the comments of the Bursar/Director of Strategic Innovation in advising the meeting of the need to utilise existing resources more efficiently. She advised the meeting that the way in which undergraduate students were using the Library and study space had evolved in recent years and as a result the Library will need to re-organise its internal operations spaces to reflect this.

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The Librarian and College Archivist, noting the enabling role of the Library in the context of the new Strategic Plan, echoed the comments of the Bursar/Director of Strategic Innovation in advising the meeting of the need to utilise existing resources more efficiently. She advised the meeting that the way in which undergraduate students were using the Library and study space had evolved in recent years and as a result the Library will need to re-organise its internal operations to reflect this.

With reference to the Trinity Education Initiative and Action A.1 'Access and Participation', the Senior Lecturer noted the potential to further link the work of the Undergraduate and Graduate Studies Committees. He also reflected on the ambitious nature of the Strategic Plan noting the requirement for a shared vision across the entire College to renew the Trinity educational experience.

The Board and Council approved the Mission, Vision and Values of the Strategic Plan 2014-19 as presented.

Approval was also granted to the final version of the overall framework of the Goals and Actions. It was noted that some modifications to the wording of the draft plan are envisaged.

Board approved the high level costings as presented noting that all spending associated with the Strategic Plan will be approved in line with normal College procedures and is dependent on available funding.

Noting that the Risk Assessment document was incomplete, it was agreed that the document is to be brought to the next meeting of Board with some modifications to the wording to reflect the discussion of the meeting and to include those risks that were omitted from the circulated draft.

The Board and Council members returned the confidential costings and risk assessment working documents.

Signed: .....

Date: .....