The University of Dublin

Trinity College

A meeting of the University Council was held on Wednesday 9 March 2005 at 11.15 am in the Board Room.

Present	Provost, Vice-Provost, Senior Lecturer, Registrar, Senior Tutor, Dean of Graduate Studies, Dean of Arts (Humanities), Dr P C Conroy, Dean of Arts (Letters), Professor D M Singleton, Dr E V Patten, Dean of Business, Economic and Social Studies, Dr M L Brennan, Dr M L Rhodes, Dean of Engineering and Systems Sciences, Dr S P Wilson, Dean of Health Sciences, Dr A W Kelly, Professor C M Begley, Dean of Science, Professor P Coxon, Dr N Marples, Dr C Benson, Ms F M Haffey, Mr C Larkin, Mr D McCormack, Mr D Mac Síthigh, Mr A Payne.
Apologies	Professor E O'Halpin, Dr A Kokaram, Dean of Dental Affairs
In attendance	Librarian, Secretary, Academic Secretary, Assistant Academic Secretary.
By invitation	Bursar, Dean of Research.

SECTION A

CL/04-05/110 **Minutes** The Minutes of the meeting of 21 February 2005 were approved and signed, subject to the following amendments:

CL/04-05/092 Academic Structures, page 5, second paragraph: Replace the first sentence with 'Professor Singleton stated that his impression was the circulated document, which attempted to incorporate and respond to the various concerns raised, was widely welcomed by the College community.'
CL/04-05/093 Departmental Reviews
(i), third paragraph: Amend the Pro-Vice Dean of Science to read Dr Brian Foley
(ii), fourth paragraph: Amend the Pro-Vice Dean of Engineering and Systems Sciences to read Professor Colm Kearney.

Attendance List: The Dean of Arts (Letters) had not been present at the meeting and had sent apologies.

The Minutes of the meeting of 22 February 2005 were approved and signed.

CL/04-05/111 **Matters Arising from the Minutes** There were no matters arising.

CL/04-05/112 **Provost's Report** The Provost advised Council of the comments made by the US Ambassador to Ireland, speaking at the Foresight business breakfast, of the need for increased investment in third-level education.

CL/04-05/113   **Implementation of ARAM- Interim and Transition Period**   A discussion paper dated 25th February 2005 from the Bursar addressing interim and transition ARAM implementation issues had been circulated. In introducing the paper, the Bursar noted that it had been discussed by Board at its meeting of the 2nd March 2005. This paper developed proposals 3.1 to 3.5 under Part 3 of an earlier ARAM discussion paper that had been discussed by Board at its meeting of the 26th January 2005.   The paper addressed how data would be applied to the model in terms of actual and indicative outcomes.

Producing 'Outcomes' from ARAM
The Bursar and the Senior Lecturer had held briefing meetings with Heads of Department and arising from these meetings, it had been agreed that in respect of actual outcomes:
1.   Data should be applied to the model for more than one year and preferably three years, to test the 'stability' of the outcomes over time.
2.   When these outcomes are available there should be a series of 'workshops' with Heads and Deans, outlining how the model was developed and how the outcomes are to be interpreted.
3.   Following this, the spreadsheet for the Department/School should be sent to the Head, to provide an opportunity to verify or otherwise the data and sources of income and costs.
4.   Only following this should outcomes for each Department/School be made available generally.

The Bursar explained that in relation to the first item, data are now being prepared to apply to the model for 2002/03 and 2003/04. He highlighted some of the difficulties involved in constructing these data but anticipated that individual Departmental spreadsheets relating to 2002/03 and 2003/04 would be available for workshops with Heads of Departments in mid-April 2005. Heads of Departments would be expected to 'sign-off' on their data by the end of April 2005, at which point it was proposed to bring the key output of the model to the attention of the Board.

Indicative Outcomes
The Bursar noted that on the basis of information contained in the 'Key Data' memorandum, it was possible to predict to some degree which Departments are likely to have below or above average income for their 'price category'. However, the main driver of the funding position of any Department/School is its weighted full-time student equivalent (FTSE) per staff full-time equivalent relative to the 'standard' unit in its price category. There were however several variables influencing the outcomes. The Bursar explained that a memorandum setting out Key Data for 2003/2004 would be circulated to all Heads and Deans towards the end of March 2005 and that briefing sessions on this would be arranged. He also noted that ARAM-informed guidelines with regard to staffing decisions would be drawn up by the Task Force for consideration by the Resource Management Working Group and by the Board, in order to allow leverage with regard to decisions on staffing for 2005/06. However, the actual outcomes from ARAM would provide greater certainty to staffing guidelines.

Transition Period
In explaining some of the key issues of the transition period, the Bursar noted that the income flows related to specific academic activity would be phased in over at least a three-year period, and that throughout and thereafter the Strategic Fund would be applied in a non-formulaic way related to the College's overall mission and strategy. He noted that the formulaic allocations under ARAM were also related to the overall strategy and mission of the College, as the 'formulae' had been developed wholly on academic and strategic criteria. He explained that the Task Force was preparing a document in relation to the Transition Period for consideration by the Resource Management Working Group and Board, and he invited Council's comments on a

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number of complex issues that will need to be addressed. The main issues referred to timing, student numbers, and space.

With respect to timing, the key issues to be resolved included the length of the transition period and the rate of phasing in of ARAM. He explained that academic units with a 'surplus' may favour a shorter transition period, and those with a 'deficit', a longer transition period. Given these conflicting needs, a period no longer than four years was considered most likely. The rate of phasing in of ARAM depended on what can be realistically achieved, especially in the first year, in reducing deficits. The slower the phasing in of ARAM the less flexibility there would be in relation to the disbursement of the Strategic Fund, as most of this fund would have to be allocated to sustain deficits in certain areas. However, a Change Fund would be available, details of which would be released shortly.

With respect to student numbers, matters under consideration related to undergraduate course quotas, postgraduate taught courses, and non-EU students. The Bursar explained that the financial consequences of increasing the overall undergraduate quota would have to be considered carefully, as the only increased income to the College might be state-paid fee income, with no increase, and possibly a reduction, in the core grant. Consideration would also have to be given to whether a limit should be placed on the numbers of students taking postgraduate taught courses and on the number of non-EU students admitted to courses.

The third issue to be considered related to accommodation. While academic units would be charged for the average running costs of space per square meter, no provision had been made for the costs of refurbishment, or rental/purchase of new space.

Other issues to be addressed were what limits, if any, should be placed on any alteration in present arrangements for service teaching, and the need to establish a Task Force to assist academic units to interpret and implement ARAM.

Cost Levels
Finally, the Bursar commented on the proposal 3.4 that stated that 'all cost levels should be scrutinised, as a matter of some urgency, to ensure that the level of activity of the university is maximised given its overall budget constraint.' He explained that this issue would be dealt with by the Task Force following completion of work on ARAM outcomes and the Transition Period. He noted that the ARAM will provide greater transparency with respect to costs and that this will raise issues with regard to minimising costs, both in relation to administrative and support services as well as academic activity.

Management Information Systems and Reform of Administrative and Support Services
The Vice Provost introduced the section in the paper dealing with Management Information Systems and Reform of Administrative and Support Services. She noted that this item related to proposal 3.2 in the ARAM paper that had been discussed by Board at its meeting of the 26th January 2005 and which attached priority to the ' introduction of the new Management Information Systems that are required for the ARAM to facilitate devolved decision making to Heads of academic units.' She commented that the introduction of an information systems strategy (e-strategy) is inextricably linked with a consideration of a fundamental review of College's administrative and support services. A review of how these services are delivered will allow the College to explore solutions based on an integrated approach to people, processes and technology, offering the potential to free staff from repetitive tasks, thereby enabling them to concentrate on more strategic value-added activity. The Vice Provost commented that the requirement was to focus on the development of systems to meet the needs of staff in the delivery of teaching and in the conduct of research, and the needs of students in enhancing learning and the Trinity experience. An integrated

strategic approach to using Web Technology is required to radically improve administrative processes. She informed the meeting that the Executive Officers recently established a small Specialist Task Force to prepare a briefing document for consultancy services, to assist College in the development of an integrated IT-enabled strategy.

The Provost commented that the development of an e-strategy was of critical importance and should be viewed in terms of a long-term investment. He was hopeful that a strong case could be made to the HEA for once-off financial assistance to facilitate this initiative. In response to a question, the Vice Provost confirmed that the role of the Specialist Task Force was to advise on the preparation of a tender document. She confirmed that the membership of the Task Force included end users, noting that user input was essential in the development of an e-strategy. She advised Council that as a rule of thumb, the cost of implementation of a large-scale Information Technology project was 25% systems and 75% organisational and staffing costs.

The Provost opened the discussion on the implementation of the ARAM to the meeting. A full discussion followed on the issues raised in the paper.

Timing
The meeting sought clarification on a number of issues relating to the timing of the Transition Period. It was considered that the timescale was very tight between the receipt of ARAM key data and submission of an initial strategic plan for 2005/06. The Bursar clarified that Key Data for 2003-04 would be available by the end of March and that detailed information would be released to Heads of Department in mid-April for review. The date for submission of initial strategic plans was the end of April 2005.

Student Numbers
The view was expressed on a number of occasions that an increase in the number of non-EU students requires simultaneous investment in the provision of adequate support services for these students, including the provision of English language tuition. It was noted that an increase in the number of international students would achieve greater cultural enrichment and diversity in the student population and at the same time, would provide a financial benefit to the College. It was noted that the Senior Lecturer would shortly be presenting a proposal in terms of College policy on the size and composition of the student body. It was further noted that the main focus on growth in student numbers would be in the postgraduate area.

Space
Some concern was expressed that while academic units would be charged for the running costs of space, there was no provision in the ARAM for refurbishment or for capital funding. The Bursar noted that the model at present did not take into account the quality or location of space and that at present, the average running costs of space were being calculated.

Funding
In response to a number of questions on funding, the Bursar commented as follows:
- there was a corresponding discipline in the weightings used by the Higher Education Funding Council for England (HEFCE) for almost all departments in College and as already agreed, these would be applied in the ARAM. There may be a very small number of exceptions that would have to be considered on an individual basis
- Directors of research centres would be asked to apportion research funding across the participating departments
- the e-strategy, which is a long-term investment, would not be financed from the Change Fund.

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The Bursar commented that academic units could not act unilaterally or in a way that would have an adverse impact on, or unacceptable consequences for another unit.

In response to a comment from the Education Officer regarding membership of the ARAM Task Force and the Resource Management Working Group (RMWG), it was noted that the membership of the RMWG included three Board representatives, one of whom was a student, and two Council representatives.

Service Teaching and Small Group Teaching
There was considerable discussion on how service teaching and small group teaching might be affected arising from implementation of the ARAM. The Bursar noted that the ARAM would distribute funding to academic units in a transparent manner and it was then up to the School to decide how that funding should be spent. Decisions in relation to the teaching programme and the pedagogical approach should be made at local level, involving both the relevant course committee and the School. There was some concern that in a resource constrained environment, some Schools might seek to replace service teaching with teaching sourced from outside the university, and this could have an impact on the quality of our programmes. It was agreed that appropriate policies should be developed so that the quality of the teaching programme was not adversely affected.

The Senior Lecturer commented that the staff:student ratio data set out in the Key Data information that had been circulated to Heads of Department and Deans included a weighting factor of postgraduate students. It did not therefore correspond directly with the staff:student ratio information that is presented to Council on an annual basis.

Promotion
Clarification was sought on how promotions would be handled in the new structures. There was some concern that the opportunity for promotion might be restricted by the financial circumstances at local or School level. The Senior Lecturer commented that the view at present was that promotions should remain a centrally guided process in order to ensure equity. It was suggested that formal consideration be given to the introduction of a tenure track system however it was noted that there were sectoral and staff relations issues that had to be considered before this could be progressed.

In concluding the discussions, the Provost thanked the Bursar for attending the meeting and presenting his paper.

CL/04-05/114   **Structures**   A memorandum from the Senior Lecturer dated 7th March 2005 on the formation of schools had been circulated. The Senior Lecturer commented that the memorandum would be considered by the Board at its meeting on 10th March 2005. He requested that Council note and approve the formation of the following schools in the context of the new College structures with effect from 13th July 2005:

1.   A School comprising the Departments of Modern History, Medieval History, History of Art, Classics and the Centre for Gender and Women's Studies
2.   A School comprising the Departments of Economics, Political Science, Sociology, and Philosophy
3.   A School of Physics
4.   A School of Chemistry
5.   A School of Pharmacy
6.   A School of Dental Science
7.   A School of Physic
8.   A School of Nursing and Midwifery Studies
9.   A School of Engineering, comprising the three engineering departments

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10. A second School in the Faculty of Engineering and Systems Sciences, comprising the Departments of Computer Science and Statistics

11. A School of Social and Policy Studies, comprising the former Department of Social Studies, the Addiction Research Centre, shared stewardship of the Children's Research Centre, a new programme in Social Policy and Ageing, and the Institute for the Study of Learning Difficulties

12. A School of Psychology, including shared stewardship of the Childrens' Research Centre and elements of the Trinity College Institute of Neuroscience.

The Senior Lecturer noted that further Schools may be proposed for approval up to the 4th April 2005, but that after this date it would be difficult for logistical reasons to complete all the necessary planning and other arrangements to bring a School into being for the new academic year. However, Departments may advance proposals to form a School in 2006-7 at any time up to the end of Hilary Term 2006, or of any year thereafter.

The Senior Lecturer noted that the new Schools will now be asked to form Interim School Executives and to appoint an Interim Head / Chairperson so as to enable the completion of a staffing plan for 2005/06 and an initial strategic plan for the period 2005-09 by 22nd April 2005. The Interim Executive will make the necessary arrangements for the formation of the School Executive, the School Committee, and for the appointment of the Head of School before the end of statutory term 2004/05 (12 July 2005). Outstanding issues with regard to the number of Faculties should be concluded by Friday 22nd April 2005.

A member of Council sought assurance from the Senior Lecturer that the new Schools had been formed without pressure or coercion. The Senior Lecturer stated that to the best of his knowledge, the new Schools had been formed on the basis of consensus.

It was noted that a number of proposals did not satisfy the requirements for School formation and discussions had taken place with several areas on how this might be achieved in future years, and on how they might access the Change Fund to support them in forming a School. The Senior Lecturer and the Bursar indicated that they were available to meet with individuals or groups of individuals to discuss their proposals regarding School formation.

It was suggested that in relation to item 11 above, the proposed School of Social and Policy Studies, that this should be stated in terms of its constituent departments, as was the case with the other proposed schools. It was noted that Council would consider proposals for titles of all new Schools in early June. It was noted that titles of new Schools should be submitted for Council approval before the end of May 2005. It was suggested that the opportunity be taken to ensure that the titles of new Schools were both meaningful and appropriate.

In response to a question, the Senior Lecturer stated his expectation that further proposals for the formation of new Schools would be submitted by the 4th April 2005. Departments that were not part of new Schools would be assigned to Vice-Dean groupings on 22nd April.

It was noted that the submission of initial strategic plans would be invited for the end of April 2005 and would be considered in the first instance by the Resource Management Working Group.

Council approved the formation of the twelve new Schools, noting that the Senior Lecturer's memorandum would be considered by the Board at its meeting on 10th March 2005.

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CL/04-05/115   **Nominations for Appointment** Council noted and approved the circulated information (see Appendix 1).

CL/04-05/116   **European University Assocation** Under Other Business, the Senior Lecturer advised that the sectoral report from the European University Association (EUA) on the Quality Review of the university sector in Ireland had been submitted to the Irish Universities Quality Board (IUQB) and to the Higher Education Authority.   In addition, individual reports had been sent to the universities. In Trinity, the EUA Steering Committee had met and begun to prepare a response to the Reviewers' report.   It was expected that the institutional report on Trinity College and the sectoral report would be available for Council's consideration in Trinity Term.

CL/04-05/117   **Chair Appointments** Under Other business and on the advice of the College Secretary, Council noted and approved the external assessors for the following Chair appointments:

Chair of Geriatric Medicine
Chair of Computer Science (1973)

CL/04-05/118   **Senior Promotions Committee – Senior Lectureship Recommendations – 2005 Review** Under Other Business Council noted and approved the proposals contained in the tabled memorandum dated 4th March 2005 from the Acting Secretary to the Academic and Senior Administrative Promotions Review Committee.

Dr B Broderick (Civil, Structural and Environmental Engineering)
Dr V Campbell (Physiology)
Dr H Garavan (Psychology)
Dr Y Gun'ko (Chemistry)
Dr K Irvine (Zoology)
Dr P Kruger (Chemistry)
Dr A McMulllan (Drama)
Dr A Piesse (English)
Dr S P Wilson (Statistics)

The Council approved the following ex-quota health Sciences promotions to Senior Lecturer from 1 October 2005:

Dr A Kelly (Public Health and Primary Care)
Dr J Jackson (Immunology)

The Council approved the following promotion to Clinical Senior Lecturer from 1 October 2005:

Dr J Lucey (Psychiatry)

Dr Wilson and Dr Kelly withdrew for this item.

SECTION B

CL/04-05/119   **Personnel and Appointments Committee** Council noted and approved the minutes of the meeting of the 17th February 2005 which had been circulated. The Education Officer of the

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Students' Union noted his disappointment that under PAC 2004-05/81 Staff Appointments, item (vii), the Committee had declined the request from the Senior Tutor to make a permanent appointment to the post of Disability Officer, and he commented on the need for College to secure funding for the provision of adequate support for students with disabilities.

SECTION C

CL/04-05/120   **Representation on Council – Senate of the University** The Council noted that Ms F M Haffey has been re-elected to serve on Council for two years: 2005-2006 and 2006-2007.

CL/04-05/121   N**ominating Committee** The Council approved the membership of the following committees:

(i)   **Clinical Tutors (3) 2-year contracts**
Dean or nominee
Professor C M Begley
Dr M Smith
Ms F Neill

(ii)   **Lecturers in Nursing or Midwifery (3), 1 permanent, 1 contract of indefinite duration, 1 3-year contract**
Dean or nominee
Professor C M Begley
Dr M Carney (UCD)
Dr S Butler
Ms E Fahey-McCarthy

(iii)   **Directors for Undergraduate Programmes (2 Senior Lecturers), contracts of indefinite duration**
Dean or nominee
Professor C M Begley
Professor G McCarthy (UCC)
Mr E Mullins
Ms S Huntley-Moore

(iv)   **Director of Academic and Professional Affairs in Midwifery and Midwifery Programmes**
Dean or nominee
Professor C M Begley
Dr K Murphy (NUIG)
Ms E Oldham
Mr G Tobin

(v)   **Sociology – Lectureship in Globalisation (permanent)**
Dean of Business, Economic and Social Studies
Professor R Holton
Ms H Tovey
Professor A H Matthews
Professor J Ohlmeyer
Professor O'Riain (NUI Maynooth)

(vi)   **Broad Curriculum Lectureship in Philosophy (3-year contract)**
Dean of Arts (Humanities)

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                 Dr J Levine
                 Dr P O'Grady
                 Dr V Politis
                 Dr E Mahon
                 Mr A Williams (University of Reading)

(vii)   **Nursing and Midwifery –**
      (a)   **Lectureship in Physiology (2 year contract)**
      (b)   **Lectureship in Sociology (indefinite duration)**
                 Dean of Health Sciences
                 Professor C M Begley
                 Mr J A Jackson
                 Dr G McKee
                 Dr D O'Mathuna (DCU)

(viii)   **Paediatrics – Lecturer (1 year contract)**
                 Dean of Health Sciences
                 Professor H C M V Hoey
                 Dr E Roche
                 Ms J Hussey

CL/04-05/122   **Re-Accreditation of the BAI and BA Computer Science by the Institution of Engineers of Ireland (IEI)** The Council noted that a quinquennial re-accreditation of the BAI Programme by the Institution of Engineers of Ireland (IEI) falls due. As for previous re-accreditation reviews, there will be individual reviews for each of the five streams and that has commenced with the Electronic/Computer Engineering stream on 8 and 9 February 2005. Dates in late Spring have yet to be agreed for reviews of the Electronic Engineering and Computer Engineering streams. At the suggestion of the IEI, the reviews of Mechanical Engineering and Civil Engineering will take place in 2006.

CL/04-05/123   **Junior Promotions Committee – Membership** The Council nominated the following members of Council to membership of the above committee:

Dr M L Brennan (Business Studies)
Dr N Marples (Zoology)

(Dr M H Adams (Music) will continue to serve on the committee).

CL/04-05/124   **Visiting Academic - Drama** The Council granted recognition to Professor T X Troy, Lawrence University, Wisconsin, USA, from 1 October 2005 to 30 September 2006.

Signed ....

Date   ....

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Nominations for Appointment

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Biochemistry	Research Fellow	BRADY, Gareth, B.A., Ph.D. (Dubl)	01.10.2004	30.09.2005
Biochemistry	Research Associate	HEFFERNAN, Mark Andrew, B.Sc., Ph.D. (Monash Univ.)	13.09.2004	12.09.2005
Botany	Research Fellow	KINNEY, Michael, B.Sc. (Calif.), Ph.D. (Claremont Grad. Univ.)	01.03.2005	31.03.2006
Chemistry	Research Fellow	FERNANDEZ GARCIA, Pablo, BS, MS, (Univ. of Oviedo) Ph.D. (Univ. of Oviedo/Heidel.)	01.03.2005	01.03.2006
Chemistry	Research Fellow	HARTE, Andrew Joseph, MA (Dubl)	01.02.2005	31.01.2006
Children's Research Centre	Research Associate	DALY, Wayne, B.Sc. (Qld.), Adv. Cert. in Research Methods (James Cook Univ.)	14.02.2005	31.07.2005
Physics	Research Associate	COX, Simon John, B.Sc. (Warw.), Ph.D. (E.Anglia)	01.02.2005	31.01.2008
Policy Institute	Research Fellow	STEPHENS, Robert John, B. Comm. (Melb), M.Sc. (LSE)	21.02.2005	30.06.2005

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