

*Incorporating any amendments approved at subsequent Board meetings*

The University of Dublin

Trinity College

Minutes of Board Meeting, 29 May 2013

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Senior Lecturer/Dean of Undergraduate Studies (Professor P Geoghegan), Registrar (Professor S P A Allwright), Bursar (Professor G J Lacey), Professor S D C Barrett, Dr O Braiden, Professor W J Dowling, Professor E Drew, Mr D Ferrick, Mr D Frost, Mr J Gallagher, Professor H Gibbons, Professor R Gilligan, Mr M J McAndrew, Professor J F McGilp, Professor N Marples, Ms N Murray, Ms A S Ní Chonaire, Professor C O'Farrelly, Professor M Ó Siochrú, Professor H J Rice.
<i>Apologies</i>	Professor M Bouroche, Mr F Cowzer, Mr R Dunne, Mr G J Garrahan, Professor D O'Neill.
<i>In attendance</i>	Ms S Mac Bride.
<i>(ex officio)</i>	Secretary to the College, Treasurer.
<i>(by invitation)</i>	Chief Operating Officer, Vice-President for Global Relations.  Mr Shay Garvey (Chair of the Science Gallery Board) and Mr Michael John Gorman (Director of the Science Gallery) (for item BD/12-13/283). Dean of Students (for item BD/12-13/284).

**BD/12-13/271 Declaration of Interest**  
No declarations of interest were made.

**BD/12-13/272 Minutes**  
The minutes of the meeting held on 1 May were approved subject to the following amendment:

**BD/12-13/257 Student Services Committee**

The last paragraph of the minute was amended to read as follows:

“The Board noted the implications of the reduction in budget to all student service areas and the increase in demand for these services, exacerbated by an increased diversity in the student body, especially of overseas students. The Board also noted that the Day Nursery had not filled its quota of places this year, due to a mismatch between supply/demand.”

**BD/12-13/273 Matters Arising from the Minutes**

Several matters arising from the minutes were discussed and have been recorded below, (see minutes BD/11-12/274, 275, 276, 277, 278, 279 below).

**BD/12-13/274 Trinity Foundation Report - November 2012 (see minute BD/12-13/244 of 1 May 2013)**

The Vice-Provost/Chief Academic Officer advised that she had clarified with the interim Head of the School of Medicine that the fund-raising priority associated with Alzheimer's set out in the School of Medicine's submission for quality review purposes should not have been included in the report and that she had written to the external reviewers to confirm that point.

**BD/12-13/275 Ad Hoc Appeals Committee - Senior Promotions 2012: Report and Recommendations (see minute BD/12-13/245 of 1 May 2013)**

In response to a query, the Vice-Provost/Chief Academic Officer advised that the Senior Promotions Committee had met in relation to those appeals referred back to them by the Ad Hoc Appeals Committee noting that cases have been referred back to the relevant Faculty Review Process and to the Personal Chairs Sub-Committee. The desirability of completing the appeal process as quickly as possible was noted.

**BD/12-13/276 Quality Review (i) Library (see minute BD/12-13/248 of 1 May 2013)**

The Chair of the Library and Information Policy Committee advised Board of the views of the Committee on the Quality Review of the Library noting the following:

- (i) the need to ensure adequate time for a consultation process with the College community on the Legal Deposit Review;
- (ii) the need to provide for future additional storage facilities for the Library;
- (iii) the impact that budget cuts are having on Library services.

In response to the issue raised regarding storage facilities for the Library, the Bursar confirmed that the matter would be considered by the Executive Officers' Capital Sub-group once it was submitted by the Acting Librarian.

**BD/12-13/277 Quality Review (ii) HR Implementation Plan (see minute BD/12-13/248 of 1 May 2013)**

The Board noted that the HR Strategy will be presented to the Human Resources Committee and to Board in the near future. The Board reiterated the need to readjust the level of priority from low to medium listed against individual items in the implementation plan in accordance with the Board's consideration at the previous meeting.

**BD/12-13/278 START Update (see minute BD/12-13/249 of 1 May 2013)**

The Bursar advised Board that progress within the first phase of the START process was on-going and that he is engaging with the Vice-Provost/Chief Academic Officer regarding the Academic Services stream noting that phase two is due to commence in October following the completion of the design documents for the area. He further advised that progress is being made in the development of Corporate Services stream

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including plans for the Library shop, visitors services and an exploration of the current catering and accommodation facilities on campus. The Board noted that the HR Strategy will be presented to the Human Resources Committee and to Board in the near future and that the recruitment process for a Director of Commercialisation is underway. The Bursar advised Board that it is intended that all proposals will be presented to the START Governance Board on 14 June 2013 with a view to making a final decision on 10 July 2013. In response to a query, the Bursar clarified that the information strategy within the START process will be reviewed by the START Governance Board.

**BD/12-13/279 University Council (see minute BD/12-13/252 of 1 May 2013)**

In response to a query, the Senior Lecturer confirmed that, following a discussion at the Undergraduate Studies Committee, the annual review of each module would be conducted with flexibility.

**CL/12-13/146 Legal Deposit Review Report**

The Vice-Provost/Chief Academic Officer undertook to ensure the amendment to Actum CL/12-13/146 was put in place.

**BD/12-13/280 Provost's Report**

The Board noted an update from the Provost on the following items:

- (i) Report to Board  
The Board noted that the Provost would present a report to the Board meeting in June on his work and the work of Executive Officers for the past year and that the work plan for the coming academic year would be presented at a future date;
- (ii) Landscape Process  
The Board noted that no further updates had been received from the Minister for Education & Skills or the HEA in relation to Landscape process. The minutes from the meeting with the HEA on 14 February 2013 had not yet been agreed and would be circulated to Board once agreed. In response to a query, the Provost advised Board that the position regarding remuneration for academic posts of responsibility would be reviewed by the Director of Human Resources in light of arrangements in place with other universities.

**BD/12-13/281 Trinity Capital Project Governance and Processes**

The Bursar introduced a memorandum, dated 22 May 2013, which had been circulated. He advised Board that the current proposals for the governance of capital projects within the College had been developed by a sub-group of Executive Officers consisting of the Bursar, the Treasurer, the Chief Operating Officer and assisted by Ms Dreyer-Gibney. The Board noted that the proposals are intended to formalise the approval process for capital projects and establish monitoring procedures throughout the lifespan of each project.

The Chief Operating Officer advised Board that the proposed new governance structure will include the following:

- a. creation of a high level Project Management Office (PMO) as part of START;

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- b. implementation and application of the Stage-Gate process and principles for infrastructure projects or alternative lifecycle models as appropriate;
- c. implementation of a College-wide project governance structure;
- d. provision of extensive training for project managers, sponsors and members of governance steering committees.

The Board noted that each project will have a Programme Sponsor and must be considered by the Capital Allocation Group which is a sub-group of Executive Officers, before being presented to Executive Officers for approval. As well as having a Programme Sponsor, each project will have a Programme Steering Committee with an independent Chair, a Programme Director and a Project Manager. Each project will be subjected to a Stage-Gate project management approval mechanism with a strong focus on risk management. The Chief Operating Officer advised Board that in order to fund the implementation of the Project Management Office, costs for each project to be managed by the PMO will be estimated and built into the overall project budgets.

In the course of a discussion, the following issues were raised by Board members:

- (i) there is a need for robust mechanisms for independent review of projects including an independent monitor who will report directly to Board;
- (ii) the use of an independent monitor should be limited to high value projects;
- (iii) Principal Committees could support the oversight of projects;
- (iv) there is a need for oversight of all College projects collectively to ensure adequate resources are in place to facilitate them;
- (v) there should be a clear indication of when a project is completed and the transition from capital costs to operational and on-going pay costs should be clearly defined;
- (vi) there are only a small number of Executive Officers to choose from in selecting a Programme Sponsor;
- (vii) the Programme Sponsor should not necessarily be a member of Executive Officers but should report to Executive Officers on a regular basis as a standing item;
- (viii) adequate contingency levels should be put in place for all projects;
- (ix) the College should ensure it has the ability to be competitive when negotiating with external parties;
- (x) the College should engage external members for Principal Committees who can bring experience of similar projects from peer international universities;
- (xi) the benefits of putting in place fixed-price contracts, where possible.

In response to the issues raised, the Treasurer advised Board that the Project Management Office will have the ability to highlight resource conflicts across projects when they arise and that a 5-10 year capital investment plan aligned to the College's strategic plan will be developed. The Bursar advised Board that each project will have a different lifespan and that project costs will be monitored on an individual basis, noting that all costs associated with the project, including operational costs, should be identified at the start of the project. He further advised that, particularly with high value projects, it is important that a member of Executive Officers be appointed as Programme Sponsor. The Board noted that the proposals contain guidelines for the relevant contingency levels for projects and that these will be set on a case by case basis according to the level of risk associated with the particular project.

In response to a query on the role of the PMO, the Bursar advised Board that the PMO's relationship with each division will be examined under the START process. He

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further advised that it will be standard practice for each programme to have a number of project managers who will be responsible for different elements of the programme and who will be co-ordinated by a Programme Director. The Board noted that the principal committees will have an oversight role on behalf of Board and that input from external members with relevant international experience would prove useful. The Board noted views from Board members on the need to expose the College's procedures to external scrutiny in order to ensure best practice on an on-going basis.

The Board noted and endorsed the memorandum as presented. The Board agreed that the final proposal will be brought to the next Board meeting noting that it should be amended to take account of the points raised at the meeting and include a proposal on the need for an independent monitor for high value projects.

#### **BD/12-13/282 GeneSIS Project - Governance**

The Provost invited Board's attention to a memorandum from the Treasurer, dated 22 May 2013, which had been circulated. He advised Board that having become aware of the difficulties that had arisen, Executive Officers had considered a number of proposals to address them. In March 2013, the Board tasked the Treasurer with devising new governance arrangements for the project. The Board noted that while the governance to date had achieved considerable buy-in to the project from across the College the project now needs to be brought to a successful conclusion and it is hoped that the newly proposed project governance board will be in a position to achieve this aim. The Provost advised Board of the additional cost attached to the establishment of the Academic Registry and the need to find a mechanism to support the on-going operational costs into the future.

The Treasurer invited Board's attention to the proposed membership of the new Project Governance Board noting that it will be chaired by an independent external Chairperson. He further advised Board of the extensive experience of the proposed Chairperson and of the roles and responsibilities of Programme Sponsor, Programme Director and Project Manager. The Board noted that the membership of the Governance Board had been decreased in order to ensure it operates as effectively as possible and similar to the FIS Project Governance Board. In response to a query, the Treasurer clarified that the College is engaged in contractual negotiation with the proposed Chairperson and that the details have yet to be finalised.

In the course of a discussion, the following issues were raised by Board members:

- (i) the Students' Unions have played a vital role to date in communicating with the student body in relation to on-going difficulties with implementation of the new student administration system and it is disappointing that a Student representative is not on the newly proposed Project Governance Board;
- (ii) the College should be availing of its own internal expertise;
- (iii) the Project Governance Board requires input from a member with international experience of a project of this nature;
- (iv) the Project Manager should be included on the Project Governance Board;
- (v) a working group should be established to seek the views of user groups;
- (vi) expanding the membership of the Project Governance Board will make it less effective and less workable.

In response to the issues raised the Provost advised Board that the Project Governance Board has an executive function to fulfil and that representative roles could be met

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through the establishment of a user group. He further advised that the Project Manager will not be a member of the Project Governance Board but will report to the Project Governance Board via the Programme Director. The Treasurer advised Board that the quality assurance services provided by Ernst & Young will remain in place.

The Board approved the new governance arrangements for the GeneSIS project as presented with the addition to the Project Board of an additional external member with relevant international higher education experience. The Board also agreed that a User Working Group should be established and should be chaired by the Chair of the Project Board, noting that representatives of the S.U. and G.S.U. will be invited to participate in the group together with other relevant user representatives.

The Board agreed that a revised Project Plan and budget will be presented the Board meeting on 26 June 2013. The plan and budget for the establishment of the Academic Registry will be made in a separate proposal.

The Board noted the dissent of Mr Frost to the exclusion of a student representative from the Project Board.

#### **BD/12-13/283 Science Gallery Annual Report**

Dr Gorman, Director of the Science Gallery, present by invitation, introduced the Science Gallery Annual Report 2012, which had been circulated, noting that the College branding had now been incorporated into the Science Gallery branding policy. He advised Board that since first opening the Science Gallery has had over 1 million visitors and over three hundred thousand visitors in 2012 making it one of Ireland's top ten attractions.

The Board noted that during 2012, the Science Galley held five major exhibitions, four of which were hosted in conjunction with a School or discipline. The Board also noted that a number of Science Gallery exhibitions had been hosted internationally. Dr Gorman advised Board of the launch of Science Gallery International noting that King's College London had now become a member of the network and that interest had been expressed by other international third level institutions. He further advised that Science Gallery had continued to attract significant funding levels including funding from Google Ireland and the Wellcome Trust which will lead to a reduction in reliance on College funding.

Mr Garvey, Chair of the Science Gallery Board, present by invitation, advised Board of the important impact the work of the Science Gallery has on the reputation of the College, noting the need to support the Science Gallery by ensuring that adequate levels of resources are in place in terms of financial support, staffing levels and management skills. He further advised Board that the Science Gallery represents a unique urban outreach function aimed at 15-25 year olds as well as acting as a discussion hub for early stage start-ups. The Vice-President for Global Relations advised Board that Science Gallery has been instrumental in raising the international profile of the College and in assisting with attracting international students to the College as well as encouraging engagement with alumni.

In response to a query, Dr Gorman clarified that the Science Gallery has agreed a five year repayment plan with the College and that recent funding commitments from external sources will mean that funding for next year which would have come from

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Central College funds is now no longer required. The Treasurer advised Board that the Science Gallery report to the Finance Committee twice each year and that there may be an opportunity for an accelerated repayment plan in the future.

The annual report was noted and the Provost thanked Dr Gorman and Mr Garvey for their presentation.

#### **BD/12-13/284 Student Experience Annual Report 2011-2012**

The Dean of Students, present by invitation, invited Board's attention to a memorandum, dated 27 April 2013, which had been circulated. Noting the advocacy and support functions which contribute to the student experience, she advised Board of the following items from the report:

- (i) the publication of the Trinity Society yearbook 2011-2012;
- (ii) the development of the post-graduate advisory service which since its establishment has seen an increase of 124% in use of the service and now has nine advisors;
- (iii) the Unilink service has had 318 contacts during the period;
- (iv) the Civic Engagement Officer has passed the administration of the Roll of Honour to the Dean of Students' office; this year nearly 700 students applied for inclusion, and more than 600 were successful
- (v) the Health Centre is managing twice the footfall that it was designed for when it was built;
- (vi) the student-to-student peer mentoring programme was rolled out further to include two new Schools ;
- (vii) a full programme of postgraduate orientation was introduced and implemented by the Graduate Students' Union;
- (viii) the Accommodation Advisory Service has continued to operate successfully.
- (ix) the Tutorial Service continues to operate and to recruit despite the difficulties around remuneration.

The Board noted that a number of collaborative initiatives have also been implemented including a website for the Five-a-Day Mental Health programme and the establishment of the Fitness to Study Group to assist students whose ill health interrupts their studies. The Dean of Students advised Board that in 2013 Student Services are due to move into the Academic Services Division and that it is important to ensure that student services continue to be of the highest standard despite the College-wide pressure on resources.

The Dean of Students thanked the Vice-Provost/Chief Academic Officer, the Treasurer, the Chief Operating Officer, the Faculty Deans, the Senior Lecturer, the Dean of Graduate Studies and the Director of Internationalisation for their support during the year. In response to a query, the Dean of Students advised Board that a reduction in staff numbers presents difficulties for every area of College and that student services are trying to address the issue via various creative mechanisms. The Board also noted other areas in College which contributed to the student experience such as the Library, Accommodation, Catering, the Chaplaincy service, IS Services and the important role they play in the day to day lives of students.

The Board noted and approved the report as presented. The Board also noted that the Vice-Provost/Chief Academic Officer will present information to the Board meeting in September 2013 on the numbers applying for and appointed as tutors.

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**BD/12-13/285 Student Life Committee**

This item was deferred until the next meeting of Board.

**BD/12-13/286 Code of Governance**

This item was deferred until the next meeting of Board.

**BD/12-13/287 Annual Office**

The Board approved the Annual Officers for the academic year 2013/2014 as presented by the Provost. The Board recorded its thanks to the out-going Dean of Graduate Studies for her commitment over the past three years.

**BD/12-13/288 Tobacco Free Campus**

The Registrar invited Board's attention to the memorandum, dated 22 May which had been circulated, noting proposals to explore the feasibility of making the College a Tobacco Free Campus. She advised Board that numerous Colleges have adopted this practice internationally and that the practice, if adopted, would assist in denormalising smoking in society as well as discouraging the adoption of smoking and assisting current smokers to quit.

The Board noted that a survey of the College Community had taken place and that the results showed that the wish to pursue this proposal increased as the age of the participant did. The Board also noted that there was a higher level of support for the proposal from staff members than students. The Registrar advised Board that a level of consultation was needed to assess the feasibility and buy-in to the proposals. In response to a query, the Provost clarified that while it was not necessary to seek Board approval for the exercise, it was important for Board to have an input into proposals that may affect the entire College community.

In the course of a discussion Board members expressed views that it may be difficult to monitor and that it may lead to larger numbers of people congregating at College entrances and exits in order to smoke. In response to a query, the Registrar advised Board that the proposal could include a ban on the selling of cigarettes from all College and Student Union outlets.

Noting the issues raised by Board members and the need to explore how a smoking ban, if introduced, could be enforced, the Board approved the initiation of a project to assess acceptability and feasibility of becoming a tobacco-free College.

**BD/12-13/289 University Council**

The Board confirmed the Acta of the University Council from its meeting held on 15 May 2013 subject to specific noting and approval of CL/12-3/189, 190.

**BD/12-13/290 Board Meetings**

Under Any Other Urgent Business, the Secretary advised Board that an additional meeting of Board will take place on 19 June 2013.



**BD/12-13/291 Tutorship Scheme**

The Board noted the importance of ensuring that adequate levels of Tutors are recruited for the upcoming academic year.

**SECTION B****BD/12-13/292 Audit Committee**

The Board noted and where a decision was required approved proposals in the minutes of the Audit Committee meeting of 8 May 2013, noting in particular:

**AD/12-13/65 Response to Audit Committee 2012 Annual Report**

The Board noted that the Audit Committee had considered the Executive Officers response to the Audit Committee Annual Report.

**AD/12-13/66 Status of Audit Committee Recommendations**

The Board noted that the internal audit function will be seeking to accelerate the recommendations.

**AD/12-13/67 GeneSIS**

The Board noted that the Provost and the Secretary had met with the Chair of the Audit Committee and the Internal Auditor in relation to the GeneSIS project.

**AD/12-13/72 Self-Evaluation of the Audit Committee**

Professor Mc Gilp, Board member on the Audit Committee, advised Board that the Committee wish to see a more structured approach between the Comptroller & Auditor General and the College's external auditors in conducting their annual audit function.

**AD/12-13/73 Internal Audit Work-plan and Resources**

The Board noted that the Audit Committee endorsed the risk based approach adopted by Internal Audit for its work plan for the coming year.

**BD/12-13/293 Equality Committee**

The Board noted and where a decision was required approved proposals in the minutes of the Equality Committee meeting of 20 March 2013 as presented.

**BD/12-13/294 Human Resources Committee**

The Board noted and where a decision was required approved proposals in the minutes of the Human Resources Committee meeting of 11 February 2013 (reconvened on 6 March 2013) as presented, noting in particular:

**HRC 2012-13/6 Working Group on the Merit Bar**

Professor Rice, Chair of the Human Resources Committee was invited to clarify some concerns raised by Board members on the implementation of the merit bar Board decision of July 2012, in particular noting the establishment of a small working group to address the issue of persistent failure to progress. The Board agreed that full consultation with the Junior Academic Promotions Committee was appropriate in this case and that continuing consideration should be given to the working environment and work loads of individual applicants. A further query on the ongoing progress of the establishment of an Industrial Relations forum as recommended by Board was also

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made. It was noted that, in accordance with the Board decision, an implementation paper was being commissioned.

### SECTION C

#### **BD/12-13/295 Board Business**

The Board noted the following, as circulated:

- (i) Callover;
- (ii) Board Outcomes - Meeting of 1 May 2013.

#### **BD/12-13/296 Higher Degrees**

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 15 May 2013, as circulated.

#### **BD/12-13/297 Headship of Schools (3 July 2013-2 July 2016) to note and approve the following nominations:**

- (i) **Histories and Humanities**  
Professor David Ditchburn, Associate Professor in Medieval History;
- (ii) **Religions, Theology and Ecumenics**  
Professor Ian Attack, Assistant Professor in International Peace Studies.

In relation to the Headship of the School of Religion Theology and Ecumenics, the Provost undertook to report to Board on the issue that an Assistant Professor had been appointed as Head of School.

#### **BD/12-13/298 Sealings**

The Board noted Sealings as circulated.

#### **BD/12-13/299 Prizes and Other Awards**

- (i) **School of Medicine - Establishment of New School of Medicine Prize and Medals 2013-2014**  
The Board noted and approved a memorandum from the Programme Manager, School of Medicine, circulated, dated 15 April 2013.
- (ii) **School of Pharmacy and Pharmaceutical Sciences - Alumni Prize**  
The Board noted and approved a Calendar entry for a new prize established in the School of Pharmacy and Pharmaceutical Sciences:

'This prize is sponsored by the Alumni Appeal organised through the Trinity Foundation. Alumni from the school have made this donation to the school. The prize is awarded for the best combined overall mark in the Junior Sophister year.'

#### **BD/12-13/300 Scholarship - Intermission**

The Board noted and approved a memorandum from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 20 May 2013.

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**BD/12-13/301 School of Dental Science - Division Name Change**

The Board noted and approved a memorandum from the Dean of Dental Affairs, circulated, dated 8 May 2013.

**SECTION D**

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

Signed: .....

Date: .....

### Sealings

1 February 2013

#### **Unit 3.5, Trinity Technology and Enterprise Centre - Elizabeth O’Kane**

The Seal of the College was put in duplicate to a Lease between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Elizabeth O’Kane of Unit 3.5 of the Trinity Technology and Enterprise Centre, The Tower, Pearse Street, Dublin 2.

6 February 2013

#### **Aviva Insurance Limited Counter-Indemnity - Renewal of Revenue Commissioners (Spirit) Bond**

The Seal of the College was put in duplicate to a Counter-Indemnity between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Aviva Insurance Limited in respect of the renewal of Revenue Commissioners (Spirit) Bond (Bond Nos FG551210741 and FG551310078).

27 March 2013

#### **Biosciences Commercial Space, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> Floors HMH Publishing Company/HMH IP Company/Houghton Mifflin Harcourt Publishing Company**

The Seal of the College was put in quadruplicate to a Licence to Assign between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and HMH Publishing Company/HMH IP Company/Houghton Mifflin Harcourt Publishing Company with regard to the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> Floors of the Biosciences Commercial Space.

#### **Room 3.07 Panoz Institute - Trino Therapeutics Ltd.**

The Seal of the College was put in duplicate to Licence between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Trino Therapeutics Ltd for Room 3.07 of the Panoz Institute.

15 April 2013

### **Trinity Technology and Enterprise Campus**

#### **Unit 2.3 - Tower Craft Centre - Lease to Niamh Jackman**

The Seal of the College was put in duplicate to a Lease between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Niamh Jackman for Unit 2.3 - Tower Craft Centre - Trinity Technology and Enterprise Campus.

#### **Unit 5.2 - Licence to Assign to Catherine Pepin from Linda Uhlemann**

The Seal of the College was put in triplicate to a Licence to Assign to Catherine Pepin from Linda Uhlemann between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and for Unit 5.2 of the Trinity Technology and Enterprise Campus.

#### **Unit 6.7 - Lease to Aisling Nelson**

The Seal of the College was put in duplicate to a Lease between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Aisling Nelson for Unit 6.7 of the Trinity Technology and Enterprise Campus.

26 April 2013

#### **IDA/UCD/TCD/DCU/ITS/NIBRT - Fourth Supplemental Agreement**

The Seal of the College was put to the Fourth Supplemental Agreement between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Industrial Development Agency (Ireland), University College Dublin, National University of Ireland Dublin, Dublin City University, and the Institute of Technology Sligo and the National Institute for Bioprocessing Research and Training Limited for provision of a Grant for Phase 2.