

The University of Dublin

Trinity College

Minutes of Board Meeting of 17 September 2014

<i>Present</i>	Provost (Dr P J Prendergast), Bursar (Professor G J Lacey), Senior Lecturer/Dean of Undergraduate Studies (Professor G Martin), Registrar (Professor S P A Allwright), Vice-President for Global Relations (Professor J Hussey), Dr O Braiden, Ms K Byrne, Mr F Cowzer, Professor P Coxon, Professor W J Dowling, Professor S Draper, Professor E Drew, Ms S Dunphy, Mr D Frost, Mr J Gallagher, Ms M Lee, Professor B Lucey, Professor C McCabe, Professor J F McGilp, Mr D McGlacken-Byrne, Mr I Mooney, Professor M Ó Siochrú, Professor C O'Farrelly, Professor D O'Neill, Professor D R Phelan, Professor A Seery.
<i>Apologies</i>	Vice-Provost/Chief Academic Officer (Professor L Hogan), Mr G J Garrahan, Treasurer/Chief Financial Officer (Mr I Mathews).
<i>In attendance</i>	Assistant Secretary to the College (Ms Victoria Butler).
<i>(ex officio)</i>	Secretary to the College (Mr John Coman).
<i>(by invitation)</i>	Interim Chief Operating Officer (Ms Geraldine Ruane). Deputy Chief Financial Officer (Ms Louise Ryan).

SECTION A

BD/14-15/001 Statement of Interest

The Provost requested Board members to declare any potential conflict of interest they may have in relation to items on the Board agenda.

The Interim Chief Operating Officer declared a conflict of interest in relation to item D.2 Selection Committees and it was agreed that she would be excused from the meeting for the discussion on that item.

BD/14-15/002 Statutory Declaration

The Provost invited those members who were required to make the statutory declaration to do so, noting the preferred language of each member. New members of the Board made the statutory declaration as required under the 2010 Consolidated Statutes.

BD/14-15/003 Minutes - Meeting of 25 June 2014

The minutes of 25 June 2014 were approved and signed.

BD/14-15/004 Matters Arising from the Minutes

A number of matters arising from the minutes were discussed and have been recorded below.

BD/14-15/005 Scholarship

The Senior Lecturer advised the Board that following the decision that a general paper is set for each course in Scholarship for the academic year 2014-2015, concerns had been raised regarding the feasibility of this, particularly in relation to updating Calendar entries and for multi-disciplinary courses. She informed the Board that it was now proposed to defer the implementation of this decision until the academic year 2015/16 which would allow time for any issues to be addressed. The importance of the need for this decision to remain unchanged and for there to be the shortest possible delay in implementation was noted.

BD/14-15/006 Admissions Feasibility Study

The Senior Lecturer provided an update to the Board on the recent admissions feasibility study noting that the number of applications to the 3 participating courses was very encouraging. She advised the Board that the feasibility study would continue for a further year and that a report on the study would be prepared in the coming months. The Provost thanked the Senior Lecturer for the update noting the benefits of implementing more robust methods of assessing applications to courses in the College.

BD/14-15/007 BD/13-14/298 (ii) Provost's Report

Following comments from Board members in relation to this minute, it was noted that further efforts could be made to refine the Agenda for meetings of the Board which would allow a more efficient use of time. The Secretary clarified that the quorum for meetings of the Board is one third of the membership plus one. The valued contribution of all Board members, and in particular those with external commitments, was noted.

BD/14-15/008 Internal Audit Resources

Following a query from a Board member, the Secretary advised the Board that a source of funding for a Deputy Internal Auditor position had been identified. He informed the Board that the job description for the post had been finalised and it was anticipated that an advertisement would be issued in the coming weeks.

BD/14-15/009 School Administrators Review

Following a request from a Board member for an update on this item, the Interim Chief Operating Officer agreed to raise the matter with the Human Resources Committee and to provide an update to the Board member in advance of the next meeting of Board.

BD/14-15/010 Revision of Proposal on Student Charges

Following a query from a Board member, the Provost asked the Secretary, who would sponsor the resourcing issue, to comment. The Secretary to the College provided an update on this item which had been provided to him by the Vice-Provost/Chief Academic Officer noting that a meeting on this item has been scheduled for 1 October 2014.

BD/14-15/011 Provost's Report

The Registrar, who chaired this part of the meeting in the absence of the Vice-Provost/Chief Academic Officer, invited the Provost to present his work programme for 2014-15 to the Board. The Provost outlined his work programme for the coming year categorised as follows and advised that it was his intention to report to the board on progress with the work programme at the end of the academic year:

(i) Strategic planning

The Provost noted the significant amount of work that had been conducted in the drafting of the Strategic Plan 2014-2019 in the last academic year, noting that the launch of the plan is scheduled in the coming weeks. He advised the Board that he will be working closely with the Vice-President for Global Relations in relation to completing the business plan and launching Phase 2 of the Global Relations Strategy.

He informed the Board that a lot of planning had been conducted to date on the Online Education Project and that it is envisaged that there will be 1,000 online students registered in the College by 2019. An update on this is to be provided to the Board shortly.

The Provost informed the Board that it is planned to progress the Trinity Education Project in the coming year and that the Vice-Provost/Chief Academic Officer and the Senior Lecturer will be working to implement the actions in relation to the Trinity Education as specified in the Strategic Plan.

The Provost also advised the Board that further work is to be conducted on the implementation of the HR Strategy and on the IT strategy, which would be brought to the Board for approval.

(ii) Fundraising

The Provost informed the Board of his intention to launch a public fundraising campaign for the College in 2016 and that preparation for this will be conducted in the meantime. He advised the Board that proposals on this will come to Board for consideration in due course.

He also advised the Board that he would continue efforts to generate capital funding to support such projects as the Business School, E3, the Cancer Institute on the grounds of St James Hospital and student residences at Oisín House, and that concentrated efforts to identify increased funding for academic posts would continue.

(iii) **Specific Projects**

The Provost noted that the current academic year will see the conclusion of such projects as START, FIS and GeneSIS and emphasised the importance of moving to a phase of continuous improvement in the areas concerned.

He advised the Board that discussions in relation to exploring a voluntary severance scheme were ongoing. In addition to this he would be continuing to work to progress the plans for the Trinity Business and Innovation Hub project, the Cancer Institute on the grounds of St James Hospital; E3 and further student residences. The Provost also advised the Board that Mr Peter Gray would be chairing the Development Board for the Cancer Institute and that the Dean of Students is to act as the sponsor for the student residence project.

(iv) **Public Affairs**

The Provost reminded the Board of the IUA Symposium '21st Century Universities: Performance and Sustainability' scheduled for 29 September 2014, noting that several international speakers had been invited to address the symposium. It is envisaged that the findings of this symposium will help to inform future public discussions in respect of 3rd level education funding. He advised the Board that he was engaged in ongoing dialogue with the Secretary General of the Department of Education and Skills on this and other issues. He informed the Board that he would be continuing to develop good relationships with all Government Ministers and that he was scheduled to meet with the Minister for Education and Skills later in the day.

He also informed the Board that a body of work is to be conducted to enhance the College's role in the development of the creative arts in the city.

(v) **General Management**

The Provost advised Board that he will continue to chair Board, Council, and Finance Committee as well as Executive Officers, professional appointment panels and promotion review committees taking ultimate responsibility for the delivery of the educational and research mission of the university.

The Registrar thanked the Provost for presenting the work plan and opened the item for discussion.

In response to a comment from a Board member, the Provost noted that it is envisaged that Trinity Health Ireland will be actively involved in the development of the Cancer Institute and that the success of the institute will depend on building on existing networks.

The Bursar/Director of Strategic Innovation, following a query from a Board member, advised that it is difficult to procure suitable student accommodation in the short term but that every possibility is being explored. In response to a comment from a Board member about relevant property expertise being available within the College, it was noted that the contact details would be forwarded to the Bursar/Director of Strategic Innovation.

Following a query from a Board member in relation to the proposed fundraising campaign launch in 2016, the Provost noted the importance of being appropriately prepared in order to ensure a successful campaign.

In response to comments from Board members in relation to the Online Education Project, the Provost advised the Board that a detailed proposal will be brought to Board for consideration in the coming academic year which will address many of the issues raised and that the Associate Dean for Online Education had conducted a significant body of work on this project to date. He informed the Board that it is envisaged that those students who register and conduct their study online would be treated similarly to those students who physically attend the college for lectures. The Provost also noted the potential of the Online Education project to enhance the learning experience for existing students.

BD/14-15/012 Trinity Business School Project

The Bursar/Director of Strategic Innovation invited the Board's attention to a presentation which had been circulated, dated 10 September 2014. He provided an update to the Board of the progress to date on this project noting the interdependencies of this project with other projects including the decanting and demolition of the Luce Hall and the growth of the Business School. He advised the Board that the scope of the project had been revised to ensure targets were achievable. He noted that members of the Financial Services Division were further developing the financial business case for the project and that the bulk of the costs of the project were now firmed up.

Inviting the Board's attention to the design of the new building as outlined in the presentation, the Bursar/Director of Strategic Innovation outlined the plans for each of the levels of the new building and outdoor space, noting that the next important stage in the project would be to engage with the city planners.

In relation to governance for the project, the Bursar/Director of Strategic Innovation advised the Board that each stage of the project was being monitored by the Capital Review Group, the Executive Officers Group and the Board as appropriate. He also informed the Board that an independent monitor from the construction industry would be appointed as a member of the Project Board.

The Bursar/Director of Strategic Innovation then provided an overview of the risks associated with the project and sought approval of the Board to pass Stage Gate 2 of the project and for €5.072 million to be released to progress the project. He advised the Board that it is envisaged that a further update will be provided to the Board in March next year.

Noting a potential conflict of interest, the Board agreed that professor Phelan would be excused for the discussion.

In response to a comment from a Board member, the Chair of the Estates Policy Committee provided a summary of the role of the committee in the project to date and it was noted that oversight by the Estates Policy Committee should be continued and should be applied at the early stages of projects.

Incorporating any amendments approved at subsequent Board meetings

In response to a query from a Board member, the Bursar/Director of Strategic Innovation advised the Board that while the chair of the steering group, Mr Paul Drechsler, could not attend this meeting due to previous commitments, it is envisaged that he would attend for the next update to the Board.

In response to comments from a Board member, the Bursar/Director of Strategic Innovation informed the Board that efforts were being made to ensure a green status for the new building and that it is envisaged that further progress will be made on this as the project enters in to the detailed design phase.

Noting the risk of construction inflation to the project the Bursar/Director of Strategic innovation advised the Board that the Project Board regularly monitored the contingency for the project and would continue to do so.

The Board noted the presentation from the Bursar/Director of Strategic Innovation and approved the requests therein to pass Stage Gate 2 'high level design' and the release of budget of €5.072m for the 'Detailed Design' and to begin the tendering process.

Professor O'Neill left the meeting at that point.

BD/14-15/013 Strategic Plan 2014-2019

The Provost invited the Board's attention a memorandum from the Vice-Provost/Chief Academic Officer, dated 9 September 2014, and the attached penultimate designed proof of the Strategic Plan 2014-2019, based on the wording approved by Board at the joint meeting of the Board and the Council on 18 June 2014. He then outlined the previous consideration which had been given to the plan, noting that a detailed financial plan will underpin the Strategic Plan to enable the achievement of the nine goals.

The Provost advised the Board that the launch of the Strategic Plan is planned for October and that the Vice-Provost/Chief Academic Officer is awaiting a response from the Taoiseach's Office before finalising the exact date, which will be communicated to all members of the Board once known. It was noted that following the launch the Provost and the Vice-Provost/Chief Academic Officer will meet with each of the Schools to discuss the development of their individual strategic plans which will underpin the annual budgetary discussions.

The Provost invited comments on the proof from Board members and the following suggestions were noted:

- the Athena SWAN entry on page 73 should be amended to remove "in STEM subjects";
- the page numbers are not easily identifiable and should be amended;
- the use of descriptive captions under some of the images could be considered;
- some further design work should be considered so that the A, B, C elements of the mission are clearly identifiable throughout the text of the plan;
- the images on pages 27 and 35 should be amended or removed;
- a statement referencing the College estates and the commitment to providing a pleasant environment for all staff and students could be included.

Incorporating any amendments approved at subsequent Board meetings

The inclusion of the commitment to provide a structured career plan for researchers and the valuing of academic freedom in the plan were welcomed by Board members.

Following comments from Board members, the Provost advised the Board that he would review the wording of the Foreword to the plan with a view to emphasising that support for all members of staff and students will be embedded in the strategic direction of the College for the next 5 years. In addition to this the valuing of all types of research is to be further strengthened in the Foreword. It was also noted that, when reviewing the HR Strategy as part of the implementation of the plan, the Board would consider the wider issue of how to optimise levels of staff and student morale.

In response to comments from a Board Member, the Provost advised the Board that work on the visual identity of the College was continuing and that it is not envisaged to have the recommendations from that initiative finalised in advance of the publication of the Strategic Plan. He also advised the Board of the importance of conducting market research in relation to the development of the online initiative. The Provost clarified that comparisons with European universities were highlighted in the plan due to the similar investment profiles within European higher education. It was noted that the references to responsible self-governance and the digital transformation strategy should be reviewed.

The Vice-President for Global Relations advised the Board that in order to enhance the College's performance regarding the recruitment of international students a focused marketing campaign which builds on existing research strengths would be undertaken.

Following a comment from a Board member, the Provost agreed that as the development of the College as a catalyst for creative arts progresses, consideration should be given to the role and the creative output of the College Societies.

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer, dated 9 September 2014. The Board also noted the designed proof of the Strategic Plan 2014-2019, the text of which was approved at the joint meeting of Board and Council on 18 June 2014.

Professor McCabe left the meeting at that point.

BD/14-15/014 Quality – Review of Accommodation and Catering.

This item had been deferred from the meeting of 25 June 2014.

The Interim Chief Operating Officer invited the Board's attention to a Memorandum dated 18 June 2014, which had been circulated. She provided an overview of the six recommendations contained within the Reviewer's Report and the Provost opened the item for discussion.

In response to comments from Board members, the Interim Chief Operating Officer informed the Board that an update on the Commercialisation Strategy would be brought to a future meeting of the Board and would address many of the issues raised in relation to the provision of catering and opportunities to maximise conference activities. She also advised the Board that the universal delivery of Wi-Fi across the campus was being explored under the IT Strategy. Noting the constrained financial environment in which the College is operating, the Interim Chief Operating Officer

Incorporating any amendments approved at subsequent Board meetings

advised the Board that, in advance of any proposed changes to services being provided, it is envisaged that there will be full consultation and engagement with all of the relevant staff and students.

The Board noted the memorandum from the Interim Chief Operating Officer, dated 18 June 2014. The Board also considered and approved the Reviewers' report and recommendations arising from the quality review of Accommodation and Catering Services.

BD/14-15/015 Honorary Degrees

The Registrar invited the Board's attention to a memorandum, dated 9 September 2014, which had been tabled.

In response to a comment from a Board member, the registrar informed the Board the Honorary Degree Committee considered the issue of gender balance on a ceremony by ceremony basis.

The Board noted and approved the 3 nominations as outlined in the Memorandum from the Registrar, dated 9 September 2014. The memorandum was collected following the discussion.

Dr O Braiden left the meeting at this point.

BD/14-15/016 Visitors

The Secretary provided a verbal update to the Board of a recent appeal, taken by the Scholars' Committee to the Visitors against the decision of the Provost in respect of the allocation of accommodation to newly elected Scholars in Trinity Hall, rather than on the College Green campus for the new academic year. He advised the Board that the Visitors had found that 'College' meant any property owned or controlled by the College and upheld the right of the Provost to allocate accommodation as required.

The Board noted the verbal update from the Secretary to the College on this item.

BD/14-15/017 Conducting Board Business Electronically

The Secretary to the College invited the Board's attention to a memorandum, dated 9 September 2014. He advised the Board that the tendering process for conducting Board business electronically had commenced, with the applications that were received had been assessed by the Assistant Secretary, Dr T Hayes from IS Services and the Registrar. It was now proposed to complete the tender process and to cease the paper circulation of Board documents. The Secretary advised the board of the enhanced security features which would be available to maintain highest levels of confidentiality of Board papers.

The Bursar/Director of Strategic Innovation, having used the BoardPad application as part of the trial at meetings of Executive Officers, summarised his experience as a user of the application noting in particular the benefit of the search facility provided by the application.

Incorporating any amendments approved at subsequent Board meetings

Following comments from Board members, the Registrar advised the Board that documents for meetings of the Governing Body of the Dublin Institute of Technology, of which she was a member, were circulated in electronic format only and that paper circulations were not facilitated. The Provost noted the request from some Board members to continue to receive Board documents in pdf format and proposed that the tender process be completed and that the use of the BoardPad application would be introduced initially for a trial basis for future meetings of the Board.

The Board noted the memorandum from the Secretary to the College, dated 9 September 2014. The Board approved the completion of the tender process and it was agreed that the use of iPads and the BoardPad application would be introduced on a trial basis at future meetings of Board, replacing the paper circulation of documents. Members would continue to receive the PDF formats of the documents by email.

BD/14-15/018 Any Other Urgent Business - Staff Retirements

The Board noted the members of staff due to retire at the end of September and the Provost, on behalf of the College and the Board, having named each retiree individually, thanked them for their much valued service and contribution to College.

Section B

BD/14-15/019 Board Business

(i) Callover

The Board noted the Board Callover from the meeting of 25 June 2014.

(ii) Outcomes

The Board noted the Board Outcomes from the meeting of 25 June 2014.

SECTION C

BD/14-15/020 Administrative Arrangements in the Summer Session

The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 25 August 2014.

BD/14-15/021 Statutory Board Meeting of 21 January 2015

Following a comment from a Board member, it was agreed that a dedicated meeting should be provided for the consideration of the financial statements and the Secretary to the College is to confirm suitable dates.

BD/14-15/022 Board of the College 2014-2015

The Board noted the membership for 2014-2015 as circulated.

BD/14-15/023 Scholarship

- (i) **Scholarship 2014 – Additional Recommendation**
The Board noted and approved a memorandum from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 10 September 2014;
- (ii) **Scholarship – Intermission of Foundation and Non-Foundation Scholarships**
The Board noted and approved a memorandum from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 22 August 2014.

BD/14-15/024 Principal Committees

The Board noted a memorandum from the Registrar, circulated, dated 9 September 2014 and approved the following:

- (i) **Library and Information Policy Committee**
Professor Aidan Seery (to replace Professor Hugh Gibbons)
- (ii) **Finance Committee**
Professor Peter Coxon (to replace Professor Robbie Gilligan)
- (iii) **Human Resources Committee**
Chair: Mr Dermot Frost (to replace Professor Henry Rice)
Professor Sylvia Draper (to replace Mr Dermot Frost)
- (iv) **Equality Committee**
Professor Catherine McCabe (to replace Professor Mélanie Bourouche)
- (v) **Estates Policy Committee (Membership as per BD/13-14/143)**
Professor Cliona O'Farrelly (Chair)
Bursar/ Director of Strategic Innovation
Treasurer/Chief Financial Officer
Chief Operating Officer (Secretary)
2 External Members:
Ms Shelley McNamara, Grafton Architects
Mr Andrew Grainger, UCL
3 Co-opted college members (2 staff + 1 student)
Professor John Parnell
Professor Christine Casey
Ms Megan Lee
The Director of Buildings, the Commercial Director and Head of the Programme Management Office shall be in attendance as required by the Chair of the Committee.

BD/14-15/025 Prizes and Other Awards - Grace Lawless Lee Fund

The Board noted and approved a memorandum from the Head of the School of Histories and Humanities, circulated, dated 16 July 2014.

BD/14-15/026 Tutorship

The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 1 September 2014.

BD/14-15/027 GeneSIS Project – Observation Report

The Board noted and approved a memorandum from the Treasurer/Chief Financial Officer, circulated, dated 10 September 2014.

SECTION D

In compliance with the Data Protection Acts this information is restricted

Signed:

Date: