



Minutes of Board Meeting of 17 December 2014

<i>Present</i>	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 G Martin), Registrar (Professor S P A Allwright), Vice-President for Global Relations (Professor J Hussey), Ms K Byrne, Mr F Cowzer, Professor P Coxon, Professor W J Dowling, Professor S Draper, Professor Eileen Drew, Ms S Dunphy, Mr D Frost, Mr G J Garrahan, Professor C McCabe, Professor J F McGilp, Mr Domhnall McGlacken-Byrne, Mr Ian Mooney, Professor D O'Neill, Professor M Ó Siochrú, Professor C O'Farrelly, Professor D R Phelan, Professor A Seery.
<i>Apologies</i>	Dr O Braiden, Mr J Gallagher, Ms M Lee, Professor Brian Lucey.
<i>In attendance</i>	Assistant Secretary to the College (Ms Victoria Butler).
<i>(ex officio)</i>	Secretary to the College (Mr John Coman), Treasurer/Chief Financial Officer (Mr Ian Mathews).
<i>(by invitation)</i>	Interim Chief Operating Officer (Ms Geraldine Ruane). Associate Dean for Online Education for BD/14-15/091 Marketing Manager for BD/14-15/089 Academic Director of Singapore Programmes for BD/14-15/092 Interim Director of Human Resources for BD/14-15/094, 095 Commercial Director for BD/14-15/088

SECTION A

BD/14-15/081 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.

Ms Dunphy made a statement of interest in relation to agenda item D.37 Nominations for Appointment. As Ms Dunphy was listed among the Nominations for Appointment, it was agreed that she would not be present for the consideration of that agenda item.

BD/14-15/082 Minutes - Meeting of 5 November 2014

The minutes of 5 November 2014 were approved and signed.

BD/14-15/083 Matters Arising from the Minutes

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

BD/14-15/084 The restructuring of the Human Resources Department

The Interim Chief Operating Officer advised the Board that it is envisaged that the recruitment process for a Director of Human Resources would commence early in 2015.

BD/14-15/085 Equality Monitoring Report 2013-2014

The Vice-Provost/Chief Academic Officer advised the Board that the Equality Officer was reviewing the relevant data in relation to gender equality in the recruitment process and is to prepare a report which will come to a future meeting of the Board. It was noted that the report would be written to address equality issues which could affect both genders.

BD/14-15/086 Douglas Hyde Gallery (DHG) Future Strategy and Governance Changes

The Secretary to the College advised the Board that the revised Memorandum and Articles of Association for the Douglas Hyde Gallery were listed under item C.35 on the Agenda.

BD/14-15/087 Provost's Report

The Provost provided an update to Board members on the following items:

(i) Trinity Business School

The Provost invited the Bursar/Director of Strategic Innovation to provide an update to the Board on this item. The Bursar/Director of Strategic Innovation invited the Board's attention to a presentation which provided an overview of the recent developments in relation to the Trinity Business School project. In particular he invited the Board's attention to a visualisation of the proposed new building. He advised the Board that the project was financially within budget to date and that it was envisaged that an application would be made for planning permission early in 2015. An initial meeting with the city planner had been held and a follow up meeting would be required.

The Bursar/Director of Strategic Innovation also advised the Board that the requirement to upgrade the power supply to the proposed site had now been established as a separate project and a submission had been made to the Electricity Supply Board. The full proposal for this project is to come to future meetings of the Executive Officer Group and the Board for consideration.

Speaking in relation to the management of associated risks of the project, the Bursar/Director of Strategic Innovation informed the Board that there was on-going engagement with the Pearse Street community and also that every effort was being made to minimise the risk associated with construction inflation.

In response to a query from a Board member, the Treasurer/Chief Financial Officer clarified that an additional non-pay allocation had been approved to the Business School in 2014/15 to bring the overall resource allocation to the required level to provide sufficient and appropriate resources as per the approved growth plan. In addition to this he advised that the budget for the Trinity Business School continued to be included in the ABC process.

(ii) E3 - Institute for Engineering, Energy and the Environment.

The Provost provided the Board with an update on the E3 project noting that fundraising for this project was ongoing with recent meetings held in London and Dubai. In particular, he informed the Board that concerted efforts were being made to finalise the academic case behind this project. The Provost advised the Board that applications for Engineering courses had increased by 30% since 2008 and with a growth in the numbers of those currently undertaking 2nd level education, further increases in the number of those applying for 3rd level courses in Engineering, Natural Sciences and Computer Science are envisaged.

Following a query from a Board member, the Bursar/Director of Strategic Innovation informed the Board that due to the anticipated growth in the demand for Engineering courses in the next five years, a process to identify additional space to house the School of Engineering which will facilitate a growth in resources within the School was

Incorporating any amendments approved at subsequent Board meetings

underway. This will also facilitate the School in achieving its targets under the Global Relations Strategy. He advised the Board that consultation with the relevant Heads of School will be conducted to determine exact space requirements for the coming years.

(iii) **Trinity as a Creative Catalyst**

The Provost advised the Board that it is intended to develop a creative programme for the College and that, at present, the exact requirements of this project, including space requirements, were being identified.

(iv) **Cancer Institute**

The Provost advised the Board that an initial report on the feasibility of this project was being conducted. It was acknowledged that wide collaboration would be required to ensure the success of the project and that the School of Medicine were actively engaged in this process.

(v) **Fund Raising Campaign**

The Provost informed the Board that an independent assessment of the Trinity Foundation had been conducted and that it was recommended that in order to realise the targeted five year fundraising strategy an academic leader be identified, the nomination for which would be considered under item A.11 Annual Office on the Agenda.

In response to a comment from a Board member, the Provost informed the Board that fundraising for student focused activities, such as the Trinity Access Programme, was also ongoing. He advised the Board that a significant donation had recently been received by the College from an alumnus, a portion of which is to be allocated to the student hardship fund.

(vi) **START**

Noting that the START programme had now concluded, the Provost advised the Board of four further projects which are to be conducted as follows:

- Communications project;
- Academic Registry enhancement project ;
- Benefits realisation project for FIS and also for GeneSIS;
- Continuous process improvement project which will be led by the Human Resources Department.

The Treasurer/Chief Financial Officer, following a query from a Board member, advised the Board that the majority of the benefit realisation project is to be conducted from within existing resources and that an appropriate project structure would be put in place. The Interim Chief Operating Officer advised the Board that as part of the continuous process improvement project each department will be asked to prepare its own strategy in keeping with the Strategic Plan 2014-2019.

(vii) **Collaborations with institutions in India and Sri Lanka**

The Provost informed the Board of recent developments with Thapar University and invited the Vice-President for Global Relations to provide an update to the Board. The Vice-President for Global Relations noted that the college is developing collaborative agreements with Thapar University, which would facilitate the development of online modules in 'Humanities for Engineers'. She informed the Board that the School of Engineering and the School of Computer Science and Statistics were actively engaged in this process.

In addition to this, the Vice-President for Global Relations informed the Board that the Trinity Foundation had been actively fundraising in Dubai with a specific focus on Health Science, Applied Health Sciences, Pharmacy and Dentistry. She advised the

Board that approximately 16 school visits had been conducted by the Regional Officer for Dubai and that there were a significant number of international schools with which the College could engage in the future.

(viii) **Anatomy Building**

In response to a suggestion from a Board member regarding a potential mechanism to fund the preservation of the Anatomy building, the Provost confirmed that there had been a lot of consultation and discussion to date in relation to the preservation of this building. The Bursar/Director of Strategic Innovation informed the Board that a strategy for the conservation and celebration of the Anatomy building was being developed in consultation with the Head of School of Medicine and the Head of Anatomy and noted the significant potential for the Anatomy building, and the contents within, to enhance public engagement and to contribute to a high quality visitor experience. The Provost also informed the Board of the intention to celebrate the space in the Anatomy building, in particular the lecture theatre and dissection hall.

BD/14-15/088 Update for Board on the Commercial Revenue Unit

The Provost welcomed the Commercial Director, Mr Adrian Neilan, who attended for this item.

Speaking to his presentation, Mr Neilan provided the Board with an update on the performance of the Commercial Revenue unit (CRU) for the financial year 2013/14 and outlined the plans and targets for future years to 2018/19. In 2013/14 the Commercial Revenue unit delivered €16.83 million which compared very favourably against a €15.25 million contribution in 2012/13. Mr Neilan advised the Board that for the financial year 2014/15 the Commercial Revenue Unit plans to deliver a 6.65% per cent increase in contribution levels to the College over the 2013/14 baseline levels. He also provided a summary of how the 2013/14 contributions made from this surplus support College activities.

Mr Neilan advised the Board of the key marketing and business development initiatives planned for the coming years including:

- cashless cards for students;
- branding and sale of soft drink beverage pouring rights;
- Summer accommodation;
- growth of the Book of Kells exhibition and Library Shop improvements;
- marketing activities to promote Trinity as place to do business.

Mr Neilan referenced the key risks associated with the commercial strategy which included risks around room and space governance and the need for a more flexible organisation to meet future growth needs. The Provost thanked Mr Neilan and opened the item for discussion.

In response to a query from a Board member, Mr Neilan clarified for the Board that it is not intended to reduce the accommodation levels available to students, but rather it is intended to try to increase the use of College accommodation during the Summer months and that advice would be sought from a hotel rates expert who could recommend the appropriate charges for rooms in College to maximise the commercial return. The Board noted the pastoral benefit in College providing accommodation to students and agreed that future increases in accommodation charges would have to be carefully examined.

Following a query from a Board member, Mr Neilan advised the Board that it is intended the Trinity Visitor Experience will include attractions that are accessible and appropriate for all age groups and that he is currently exploring the possibility of installing a canopy for tourists to use for shelter whilst queuing to enter the Old Library. He also informed the Board that the current provision of tours of the College was under review in order to ensure appropriate commercial returns to College.

The Commercial Director, following a query from a Board member in relation to increasing participation in Summer school activities, advised the Board that he would be exploring this possibility further with the Vice-President for Global Relations and in particular he advised the Board of the potential to utilise the accommodation in Trinity Hall for such types of activity.

In response to comments from Board members, the Treasurer/Chief Financial Officer advised the Board of the level of anticipated rental income which could be received by the College through the development of the Oisín House site. He informed the Board that at present there was shortfall in the amount of funds available to meet the operational needs of the College, including to address the backlog maintenance requirements of the College estate and that the Commercial Revenue Unit was contributing to an increase in the overall levels of income available to the College.

Following comments from Board Members, Mr Neilan advised that his presentation would be made available to members of the Board and noted the importance of taking all ethical considerations in to account prior to entering in to business agreements with third parties.

The Board noted the memorandum from the Commercial Director, dated 10 December 2014, and the presentation by the Commercial Director as presented.

The Provost thanked Mr Neilan and the members of the Commercial Revenue Unit for their contribution to the College to date.

Mr Neilan left the meeting at this point.

BD/14-15/089 Trinity's Visual Identity

The Provost welcomed the Marketing Manager to the meeting and invited the Registrar to speak to this item. The Registrar provided the Board with a summary of the consultation process to date and outlined the options favoured by the majority of those who had attended consultation sessions. She invited the Marketing Manager, Ms Beibhinn Coman, to present to the Board the coherent suite of identities which were being proposed for rollout across the College. Speaking to the proposed suite of identities, Ms Coman invited the Board's attention to visual examples of how the proposed identity will be incorporated for use on business cards, letterheads, presentation templates and the website, noting that it is intended to ensure that the full suite is easily accessible to all staff.

In response to a comment from a Board member, the Registrar informed the Board that the use of the colour blue for the word University was being proposed as a means of emphasis and noted the importance of adhering to accessibility guidelines for text and websites.

In response to a query from a Board member, the Marketing Manager clarified that the Irish Language Officer had approved the Irish translation for the new visual identity. The Registrar, in response to comments from Board members, noted that the smaller stacked image should be suitable for use in instances where space is limited. Following a comment from a Board member, it was noted that consultation with the Dean of Graduate Studies regarding the incorporation of the new identity into regulations for thesis and dissertation submission should be considered.

The Board approved the proposed suite of visual identities as presented and the following next steps were agreed:

- the homepage, other webpages and social media would be updated
- notification would be issued by email to all staff and students
- a statement and images would be sent to the editors of Trinity News and the University Times.

It was agreed that the details of the visual identity were to remain confidential until all of the above steps are complete which should coincide with the end of the meeting.

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It was noted that a re-format of the Diploma parchments is to be conducted to incorporate the full colour shield in place of the seal. It was also noted that an email would be issued to retired staff and that details would feature in the January edition of the Alumni e-zine.

The Provost thanked members of the Board for their contributions on this item to date. The Registrar also extended her thanks to the members of the working group and in particular, Ms Coman.

Ms Coman left the meeting at this point.

BD/14-15/090 Phase 1 of Risk Register

The Chief Operating Officer introduced this item advising the Board that the purpose of her document dated 11 December 2014, which had been circulated, was to present to the Board the completion of Phase 1 of the College Risk Register, requesting consideration of this document and, if satisfied, approval of Phase 1 of the Risk Register.

She informed the Board that it had been agreed to deliver the College Risk Register two phases. Phase 1 is intended to be focused on the nine Strategic Goals in the Strategic Plan 2014-2019 and is to be completed by the end of December 2014. Phase 2 will focus on the next level of detail required to be included in the risk register and will cover the operational risks relating to the delivery of the strategic plan, building on the risk register developed in Phase 1. The approach to delivering Phase 2 is to be agreed by the Risk Management Group (RMG) in early January 2015, and an initial high level plan, including key milestones and deliverables, will be prepared. This plan will be further developed and finalised by the end of January 2015 with a view to the register being presented to the Executive Officer Group by the end of the 2nd quarter of 2015.

In response to a query from a Board member, the Provost advised the Board that it is not likely that the appointment of a Risk Management Officer would result in a new appointment in College.

The Board noted the document from the Interim Chief Operating Officer, dated 11 December 2014. It was also noted that the Risk Register is to be considered by a future meeting of the Audit Committee after which it will be brought to a future meeting of the Board for further discussion. It was recommended that the register would be amended as follows:

- the status of C8.2 should be raised to medium.
- include a risk regarding ethical responsibility in relation to Global Education.

BD/14-15/091 Online Education Strategy

The Associate Dean for Online Education, Professor Tim Savage, attended for this item.

The Associate Dean for Online Education invited the Board's attention to a presentation and outlined the actions which had been taken since this item was last discussed by the Board on 5 November 2014. This included considerations at two meetings of the Finance Committee, discussions on the issue of online education with Queen's University Belfast and the University of Edinburgh and several consultations with online education providers.

Professor Savage proceeded to outline the rationale for establishing a separate legal entity which would facilitate the design and delivery of online courses. He advised the Board that such an entity would help to ensure a focus on quality, allow for flexibility and scale in the hiring of specialist staff, facilitate separate and transparent financial reporting and would contribute to the College's strategic aims in this area. He also provided for the Board on overview of the

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proposed working relationship which is envisaged between the College and the separate legal entity.

Speaking to the student number and financial projections, the Associate Dean for Online Education advised the Board that it is envisaged that there will be 1,000 students enrolled in online education courses by 2019. He advised the Board that in order to realise this target significant market analysis had been conducted and the proposed marketing budget for the project had been increased. He noted that the global marketing and business development strategy for the project would be developed in keeping with the Global Relations Strategy and in consultation with the Communications and Marketing Directorate and external consultants. He also informed the Board that it is proposed that 25% of fee income received from online courses would be returned to the sponsoring School and a further 20% of the fee income is to be ring-fenced for student services.

The Associate Dean for Online Education concluded his presentation by informing the Board that there is to be a 6 monthly review of progress of the project and an annual review of the structure of the separate legal entity to ensure that benefits are realised.

The Provost invited the Secretary to the College to brief the Board on the treatment of Intellectual Property and Data Protection under the proposal to establish a separate legal entity. The Secretary to the College advised the Board that the creation of a subsidiary company for design and delivery of online courses would be conducted in a similar manner to that which was undertaken for the establishment by the College of The Lir company, the National Academy of Dramatic Arts. He advised the Board that to date there have been no matters of concern in relation to the agreement which is in place between the Lir company and the College and as such, it is recommended that a similar agreement be put in place between the College and the separate legal entity for online education delivery.

The Provost thanked the Associate Dean for Online Education and the Secretary to the College and opened the item for discussion.

In response to a query from a Board member, the Secretary to the College advised the Board that the Copyright and Related Rights Act, 2000 specified the provisions for the protection of items such as academic materials and that he would revert with clarification regarding the legal protection of the content of online tools such as videos. The Associate Dean for Online Education informed the Board that he had also sought advice from Professor O'Dell in the School of Law in relation to such matters and he was satisfied that there were no outstanding issues.

Following comments from a Board member in relation to the proposal to establish a separate legal entity, the Provost advised the Board that the establishment of a separate legal entity was the most practical way of achieving the College's strategic objective in relation to online education. In particular, he advised the Board that the establishment of a subsidiary company would facilitate the College in making a substantial entry in to online education in a timely manner and would generate the flexibility to recruit the required specialist staff. The Vice-Provost/Chief Academic Officer also informed the Board that, having reviewed the proposal in detail, she was satisfied that the establishment of a separate legal entity was the most appropriate way of proceeding, particularly in light of the need to recruit staff with the required skill sets.

Responding to comments from Board members in relation to the relationship between the subsidiary company and the College, the Associate Dean for Online Education advised the Board that an annual review is to be conducted, part of which will focus on the integration of the online courses and pedagogy in to the general methods of education provision of the College. He also advised the Board that it is envisaged that the vast majority of the queries from online students will be processed by the staff delivering the online modules and that the remaining small proportion requiring specialised responses will be referred back to the relevant Schools.

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The Treasurer/Chief Financial Officer, in response to a query from a Board member, advised the Board that the business case for the project, including the financial projections had been considered on two separate occasions by the Finance Committee and that the minutes of those meetings were on the Board agenda(at item 18(i)). In addition to this, the relationship between the College and the separate legal entity had also been reviewed. He advised the Board that the establishment of such an entity would facilitate the flexibility required to achieve the strategic aims while also providing a means of additional income generation for the College. The Treasurer/Chief Financial Officer then informed the Board that the proposed business case for the Online Education Project had also been externally reviewed and that the report from this review was available on request.

Responding to a comment from a Board member, the Associate Dean for Online Education, noted the required investment by Schools in this project and outlined the proposed on-going return to Schools over time.

The Vice-Provost/Chief Academic Officer informed the Board that it is envisaged that a proposal, similar to the one which saw the creation of the Ussher Lectureships in College, is being developed which would enable capacity building at School level. She also advised the Board that discussions with Schools in relation to the capacity to engage with the Online Education Project are to begin early in Hilary Term.

Following a query from a Board member, the Provost advised the Board that it is intended to establish the separate legal entity in Ireland and not abroad and that the successful establishment of a subsidiary company would result in the creation of attractive employment opportunities for appropriately skilled individuals.

The Board noted the memorandum from the Associate Dean for Online Education and the Secretary to the College, dated 10 December 2014, as had been circulated and the presentation by the Associate Dean for Online Education as presented. The Board approved the business case for the Online Education Project II and the establishment of a new subsidiary company to facilitate the design and delivery of online courses. The dissent of Professor Phelan was noted.

The Provost thanked the Associate Dean for Online Education who left the meeting at this point.

BD/14-15/092 Singapore Legal Entity

The Provost welcomed Professor John Gormley, the Academic Director of Singapore Programmes who joined the meeting for this item.

The Vice-President for Global Relations invited the Board's attention to a memorandum, dated 10 December 2014, which had been circulated. She provided a summary of the relationship between the College and Singapore Institute of Technology (SIT) to date, informing the Board that one year programmes in Physiotherapy and Occupational Therapy had commenced in September 2012 and that in September 2014 programmes in Diagnostic Radiography and Radiation Therapy had commenced.

The Vice-President for Global Relations advised the Board that, at the commencement of the relationship between the College and SIT, it was agreed that the College would consider the setting up of a legal entity in Singapore within the first two years. Establishing a company in Singapore would demonstrate the long term commitment of the College and is needed for taxation and operational reasons such as payroll, administration, banking and easier payment of office expenses. She also advised the Board that a legal entity could be used as a platform for other activities such as Singapore Economic Development Board scholarships to support postgraduate activity.

Outlining the consultation process in relation to this item to date, the Vice-President for Global Relations informed the Board that advice had been sought from PricewaterhouseCoopers Services Singapore and that, as set out in the document, she had also engaged in discussions with Newcastle University, on the establishment of a separate legal entity in Singapore on behalf of that university.

The Secretary to the College advised the Board that the establishment of such an entity would facilitate day to day operations in Singapore and would ensure that business could be conducted in a more efficient manner. In response to a query from a Board member, the Secretary to the College advised the Board that it is envisaged that an alumnus of the College would be nominated to act as the local director of the company in Singapore and that it was not envisaged that this role would be remunerated.

The Board noted and approved the memorandum from the Vice-President for Global Relations and Secretary to the College, dated 10 December 2014. It was agreed that the Vice-President for Global Relations, the Secretary to the College and the Academic Director for Singapore Programmes should progress the establishment of a separate legal entity in Singapore.

The Provost thanked Professor Gormley who left the meeting at this point.

BD/14-15/093 Quality – Implementation Plan for Accommodation and Catering Service

This item was deferred to the next meeting of the Board.

BD/14-15/094 Promotions 2015

Professor Des O'Neill left the meeting at this point.

The Provost welcomed the Interim Director of Human Resources who joined the meeting for the next two items.

The Vice-Provost/Chief Academic Officer invited the Board's attention to her memorandum, dated 4 December 2014, which had been circulated. She informed the Board that it is proposed that there be a promotions round in 2015 for academic grades, and also for administrative, library, technical and support staff, in the context of compliance with the Employment Control Framework (ECF) and having regard to staff contractual and HR considerations.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer advised the Board that the financial implications of promotions was a factor which must be considered when making recommendations in relation to the promotions process.

The Vice-Provost/Chief Academic Officer, following comments from a Board member regarding the importance of encouraging female academics to apply for promotion to senior positions, agreed that a comprehensive review of all of the relevant gender data pertaining to the promotions process was needed and will be conducted.

Following comments from Board members, regarding the lack of promotional opportunities to the Administrative 1 grade and in particular the position of School Administrative Manager, the Interim Director of Human Resources clarified for the Board that a new version of the Employment Control Framework is anticipated but that the exact details had not yet been made available. He also advised the Board that there would be merit in exploring a job evaluation process, as opposed to a promotions process, for administrative staff as a mean of establishing appropriate levels of remuneration and grading.

The Board noted and approved the memorandum from the Vice-Provost/Chief Academic Officer, dated 4 December 2014. The Board considered the recommendations as outlined in a

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memorandum from the Vice-Provost/Chief Academic Officer and approved the proposal that, although there is limited capacity to run promotions, these should be held where feasible.

BD/14-15/095 HR Recruitment Procedures – Procedure for the Nomination of Exceptional External Candidates to Professor (Chair) Positions

It was agreed at the start of the meeting that this item would be considered as item A.10 (ii) and not C.34 as had been noted on the Agenda.

The Vice-Provost/Chief Academic Officer invited the Board's attention to a memorandum dated 9 December 2014, which had been circulated. She advised the Board that it is recommended that the current procedure be amended to reflect the full range of academic grades. This would increase the scope of the policy and allow for consideration of exceptional candidates for nomination to both professorial grades as well as to Associate and Assistant Professor positions. If approved, in the future the procedure would be renamed "Procedure for Nomination of Exceptional Candidates to Academic Posts". The Vice-Provost/Chief Academic Officer then provided an overview of the procedure that would be followed for the recruitment of exceptional external candidates noting that a very high standard would have to be met in order for a candidate to be successful.

In response to comments from Board members, the Provost advised the Board that, for example, those in receipt of European Research Council awards tend to be extremely talented and will have been subject to rigorous international assessment. In response to comments from some Board members in relation to the possible impact on existing College staff, the Vice-Provost/Chief Academic Officer advised the Board that robust procedures are followed for the allocation of such awards and that broadening the procedures to the full range of academic grades would allow for increased opportunities for the College to recruit high performing individuals.

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer and the Interim Director of Human Resources, dated 9 December 2014. It was agreed that this procedure should be extended, as outlined in the memorandum, to those candidates in receipt of a European Research Council award only. Should there be a desire to broaden the scope of the procedure further, it was noted that such a request will be brought to the Board for approval.

The dissent of Professors Coxon and Dowling was noted.

BD/14-15/096 Annual Office

The Board noted the memorandum from the Provost and approved the following appointments to annual office:

- Associate Vice-President for Global Relations: Professor Gerard McHugh
- Associate Dean of Research: Professor Martina Hennessy.

It was also agreed that the additional title 'Dean of Development' is to be used to indicate the fundraising role of the Associate Vice-President for Global Relations.

BD/14-15/097 University Council

The Board confirmed the draft Acta of the meeting of 19 November 2014.

BD/14-15/098 Visitor Hearings

The Board noted the verbal update provided by the Secretary to the College in relation to a recent hearing of the Visitors.

BD/14-15/099 Any Other Urgent Business - Board of Directors National Digital Research Centre (NDRC) – Membership

The Board noted and approved the appointment of Professor Gerard Lacey, Bursar/Director of Strategic Innovation, to the Board of Directors of National Digital Research Centre (NDRC) Company, replacing Professor Derek Sullivan, as set out in the memorandum from the Secretary to the College, tabled, dated 16 December 2014.

Section B**BD/14-15/100 Board Business****(i) Callover**

The Board noted the Board Callover from the meeting of 5 November 2014.

(ii) Outcomes

The Board noted the Board Outcomes from the meeting of 5 November 2014.

BD/14-15/101 Audit Committee

The Board noted, and where a decision was required approved, the draft minutes of the meetings of 19 June 2014 and 13 November 2014.

BD/14-15/102 Coiste na Gaeilge

The Board noted, and where a decision was required approved, the draft minutes of the meeting of 29 October 2014.

BD/14-15/103 Finance Committee**(i) Minutes**

The Board noted, and where a decision was required approved, the draft minutes of the meetings of 29 October 2014, 20 November 2014 and 4 December 2014.

In relation to Related Entity Financial Reporting (FC/14-15/30) and “emphasis of matter” identified in audit reports, it was agreed that the Treasurer/Chief Financial Officer would review the matter and report to the next Board meeting under Matters Arising.

(ii) FIS Project Budget Update

The Board noted the memorandum from the Chief Financial Officer, dated 8 December 2014 and approved the additional expenditure of €480,000, as outlined in the memorandum.

In response to a query from a Board member, it was agreed that the Treasurer/Chief Financial Officer and the Secretary to the College would review how such spending requests should be considered in the future.

BD/14-15/104 Human Resources Committee

The Board noted, and where a decision was required approved, the draft minutes of the meeting of 26 November 2014, together with the following policies:

(i) Policy on Signed Contracts of Employment (HRC/14/15/4);

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- (ii) Sick Leave Policy (HRC/14-15/6).

BD/14-15/105 Library and Information Policy Committee

The Board noted, and where a decision was required approved, the draft minutes of 22 September 2014 and 20 October 2014. The issue of approval of external members for the Committee would be brought to the next Board meeting.

SECTION C

BD/14-15/106 Statutory Meeting of the Board

The Board noted that this meeting has now been rescheduled to Tuesday, 31 March 2015, 10 a.m., instead of 25 March 2015 (see BD/14-15/021 of 17 September 2014).

BD/14-15/107 Closing Report on START

The Board noted a report from the Provost, circulated, dated 11 December 2014.

BD/14-15/108 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 19 November 2014, as circulated.

BD/14-15/109 Proctors' Lists for the Winter Commencements

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 25 November 2014.

BD/14-15/110 Intermissions of Foundation and Non-Foundation Scholarship

The Board noted and approved a memorandum from the Dean of Graduate Studies, circulated, dated 9 December 2014.

BD/14-15/111 Financial Assistance Committee 2014-2015 – Schedule of Limits and Awards

The Board noted and approved the Schedule of Limits and Awards for 2014-2015 from the Senior Tutor's Office, circulated, dated 4 November 2014.

BD/14-15/112 Prizes and Other Awards

- (i) **Entrance Exhibitions 2014**
The Board noted and approved a memorandum from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 10 December 2014;
- (ii) **John F Chambers, Lennox Bursary**
The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 4 November 2014;
- (iii) **Ferguson Memorial Prize, 2014-2015**
The Board noted and approved the recommendation of the Senior Lecturer/Dean of Undergraduate Studies that the Ferguson Memorial Prize for 2014-2015 should be awarded to Mr Mícheál P Hoyne;
- (iv) **School of Medicine – Studentships**
The Board noted and approved a memorandum from Ms Alison Collie, School of Medicine, circulated, dated 1 December 2014;

- (v) **James Killen Prize in Political Science and Geography – Calendar Entry**
The Board noted a memorandum from the School Administrator, School of Social Sciences and Philosophy, circulated, dated 8 December 2014 and to approve a *Calendar* entry.

BD/14-15/113 **Calendar – Amendment to the General Regulations and Information Section (Section 34)**
The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 8 December 2014.

BD/14-15/114 **Bequests and Benefactions**
The Board received, with appreciation, the gold medal awarded to Rebecca M’Causland Stewart in 1916, Senior Moderator in Modern Literature (English and French), donated by her daughter, Mrs Henrietta Arthur.

BD/14-15/115 **Related Entity Financial Reporting**
The Board noted and approved a memorandum from the Chief Financial Officer, circulated, dated 4 December 2014.

BD/14-15/116 **Committees**

The Board noted and approved the following nominations:

- (i) **Human Resources Committee**
- (a) Nominee of the Equality Committee: Ms Sinéad Mac Bride in place of Professor John Walsh;
 - (b) Heads of School representatives (2): Professor David Ditchburn and Professor T Eoin O’Sullivan;
 - (c) Deputy Director of Human Resources (Ms Aveen Batt) *in attendance*
- (ii) **Administrative and Library Staff Review Committee**
- (a) Interim Director of Human Resources (Mr Seán O’Driscoll) *Secretary*;
 - (b) Professional Library Staff Representative: Mr David McNaughton;
- (iii) **Secretarial and Executive Officer Review Committee**
Manager, Staff Performance and Review (Ms Louise Power) *Secretary*
- (iv) **Committee on Student Conduct and Capacity 2014-2015**
Academic Staff Professor Cecily Begley; Professor Deirdre Connolly; Professor Linda Doyle; Professor Arthur Hughes; Professor Michael Manzke; Professor Micheál Ó Siochrú; Professor Martine Smith; Vacant (1)
Undergraduate Students Ms Ciara Coughlan; Mr Paul Behan; Vacant (2)
Postgraduate Students Mr Stephen Lucek; Vacant (3)
Technical, Administrative and Support Staff Ms Mary Foody; Mr Dimitrios Paraskevas; Vacant (2).
- (v) **Equality Committee**
Professor Eithne McCabe; Mr Jim Cumiskey.

BD/14-15/117 **Representation – Tallaght Hospital Board**
The Board noted and approved the nomination of Professor Richard Reilly as the representative of the Board of the College on the Tallaght Hospital Board for a further term of three years from 21 December 2014.

BD/14-15/118 **Trinity Business School Status Report**
The Board noted a memorandum from the Independent Monitor, Trinity Business School Project, circulated, dated 7 December 2014.

BD/14-15/119 Douglas Hyde Gallery

The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 10 December 2014.

SECTION D

In compliance with the Data Protection Acts this information is restricted

Signed:

Date:

Incorporating any amendments approved at subsequent Board meetings