



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting of 17 June 2015

<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 E Drew, Ms S Dunphy, Mr D Frost, Mr G J Garrahan, Mr J Gallagher, Ms M Lee, Professor B Lucey, Professor C McCabe, Professor J F McGilp, Mr D McGlacken-Byrne, Mr I Mooney, Professor D O'Neill, Professor C O'Farrelly, Professor M Ó Siochrú, Professor D R Phelan.
<i>Apologies</i>	Dr O Braiden, Professor A Seery.
<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>	<i>The Dean of Research for items BD/14-15/280 and BD/14-15/281.</i>

SECTION A

- BD/14-15/274 Statement of Interest**
Mr Frost declared a statement of interest in relation to item A. 6 Rankings Strategy. It was agreed that Mr Frost should remain in the room and take full part in the discussion on this item.
- BD/14-15/275 Accident in Berkeley**
The Provost, with reference to the recent accident in Berkeley, in which six third-level students lost their lives and a Trinity fourth year Psychology student had been injured, asked the Board to consider a possible response from the University. It was noted that this incident had significantly impacted on the student body and that efforts should be made to assist those in need of support through the College Student Services. In response to a query from a Board member, the Provost advised the Board that a book of condolences is to be opened in the Mansion House and as such it was not proposed to open another in Trinity.

The Board of the College, voted to pass a motion of sympathy. The Provost is to convey this in writing to the President of University College Dublin. In addition, it was agreed that the national flag will be flown at half-mast on Thursday, 17 June 2015, as a sign of respect.

Professor D R Phelan joined the meeting.
- BD/14-15/276 Minutes of the Meeting of 27 May 2015**
The Secretary to the College invited the Board's attention to a request from Professor D O'Neill containing suggested amendments to minute BD/14-15/253 Institute of Population Health, which had been tabled. He advised the Board that these amendments had been received that morning and reminded members that the Statutes Schedule on Standing Orders for Board business require for any requested amendments to be notified to the Secretary to the College by 5.00pm the evening before the day of a Board meeting. He proposed that Board considered the suggestions and advised that Professor O'Neill would be

late to join the meeting as he had another commitment. The Board agreed the amendment below subject to the Secretary to the College discussing the matter with Professor O'Neill at the break in the meeting.

The minutes of 27 May 2015 were approved and signed subject to the following amendments:

BD/14-15/247 (viii) Governance

Include the following sentence as the second sentence in the last paragraph: 'In response to comments from a Board member about continuing contact with student representatives, the Provost referred to numerous contacts which he had during the academic year with student representatives and he referred in particular to regular meetings between the Dean of Students and the Students' Union.'

BD/14-15/253 Institute of Population Health

Include the following sentence as the second sentence in the fourth paragraph: 'A Board member raised concerns that Tallaght Hospital, a major health provider and major focus of TCD health sciences research and education did not feature in the governance of the IPH, and further stated that reassurances about consultation were not sufficient in this regard.'

BD/14-15/277 Matters Arising from the Minutes

The following matter arising was noted.

BD/14-15/253 Institute of Population Health

The Vice-Provost/Chief Academic Officer advised the Board that she had received written confirmation from the Head of School of Medicine and the Head of School of Nursing and Midwifery confirming that both schools were in a position to invest in the Institute of Population Health and also deal with the planned expansion in student numbers. She also noted that both Heads of School had provided assurances that no adverse implications for the student experience are envisaged as a result of this initiative and in the context of significant growth in non-EU students.

BD/14-15/278 Provost's Report

The Vice-Provost/Chief Academic Officer, who chaired this part of the meeting, invited the Provost to provide an update to Board members on his work programme for 2014-15, as was presented to the Board in September 2014 (BD14-15/011 refers).

The Provost provided an update categorised as follows:

- Strategic planning
The Provost noted the launch of the Strategic Plan 2014-2019 and that the implementation of the plan was now in progress. As part of this, the launch of the Global Relations Strategy 2 and the Online Education Strategy 2 had taken place. With reference to the Online Education Strategy II, the Provost advised the Board that plans to utilize online pedagogies to assist in the delivery of an existing large course were being developed.

He advised the Board that capital projects were progressing well and provided an update for Board members on the status of some of the projects as follows:

- (i) Trinity Business School
It was noted that the Bursar/Director of Strategic Innovation will provide an update on this project at the next meeting of the Board.
- (ii) Oisín House
The Provost advised the Board that a fully costed business case for this project was being prepared and that discussions with the relevant architect had now concluded.
- (iii) E3

The Provost advised the Board that alternative sites for the E3 building were currently being explored which would facilitate the development of the originally identified site for other activities. He noted that philanthropic activity for this project had been well received and, in addition, that it is possible that this project will be included in the Government's Capital Investment Programme.

With reference to the Trinity Education Project, the Provost informed the Board that the steering group for the project had met five times to date. He further informed the Board that much consideration was being given to desired graduate attributes and the academic requirements to achieve the delivery and development of such skills. In addition he noted that consideration was also being given to the appropriateness of current assessment methods used across the College.

- Fundraising

The Provost advised the Board that plans to launch a public fundraising campaign in 2016 were progressing. It was noted that a priority is to assist with the management of relationships with existing and potential donors and to raise awareness of the College's strategic priorities. In addition, it was noted that the development of a case for fundraising for Trinity was progressing. The Provost advised the Board that further fundraising activity was required to support the Trinity Creative initiative and the Library strategy.

- Specific projects

It was noted that the START programme had concluded during the year and that the 21st Century Administration project was progressing. He advised the Board that much work on the development of a voluntary severance scheme had been conducted and that approval to proceed with such a scheme had recently been received. The Provost commended the contributions of the Chief Operating Officer and all staff members who had assisted with this item. The Provost further advised the Board that discussions with the Department of Education and Skills and the Higher Education Authority(HEA) regarding a potential early retirement scheme were continuing.

It was noted that a progress update on the FIS project is to come to the next meeting of the Board.

- Public affairs

The Provost noted the ongoing dialogue with the Government on various issues. In particular, he referred the success of the IUA Symposium '21st Century Universities: Performance and Sustainability' which was held on 29 September 2014, in focusing on the issue of the inadequate level of state investment in higher education.

He advised the Board of the developments in respect of Trinity Health Ireland noting that the establishment of the Dublin Midlands Hospital Group was an important development. In addition, consideration was being given to the important continuing role of the existing Boards and expertise of the voluntary hospitals.

- General management

It was noted that the Provost had chaired several bodies and committees over the year including Board, Council, the Executive Officer Group and the Finance Committee and that he had also been a member of several professorial appointment panels and promotion review committees.

The Vice-Provost/Chief Academic Officer thanked the Provost for the update on his work programme and opened the item for discussion.

The Provost, following a query from a Board member, advised the Board that while the proposed Universities Amendment Bill remains on the 'A' list on the Government Legislative Programme, it had not been published as yet. It was noted that the IUA had submitted a response in respect of the proposed amendments and that there was no further update at this point.

In response to comments from Board members, the importance of Schools who plan to offer online programmes ensuring that adequate resources and reference materials are available electronically was noted. The Vice-Provost/Chief Academic Officer informed the Board that the Librarian and College Archivist and the Associate Dean for Online Education were exploring ways by which the Library could support the totality of the Online Education Project. It was noted that Schools who wish to develop online programmes should be encouraged to do so and that a substantial degree of expertise in this area had already been developed within the College which could be made available to colleagues.

Following comments from a Board member regarding the voluntary severance scheme, it was confirmed that there will be engagement with staff representatives about the implementation of the scheme. The Chief Operating Officer advised the Board that written approval had been sent to the Staff Relations Manager and she provided Board members with a brief summary of the proposed details of the scheme. She also noted that work is to continue on the benefits realisation process in the coming months and that the proposed severance scheme would be a useful tool to assist the College in mitigating the current financial crisis. The Vice-Provost/Chief Academic Officer clarified for the Board that the scheme would be implemented with the condition that replacements would not be permitted for positions where the post holder has received approval to avail of the voluntary severance scheme. In response to a query from a Board member regarding the funding of the scheme, the Treasurer/Chief Financial officer advised the Board that a clear business case for the scheme had been identified and approved, and that while this initiative would be financially challenging, it is envisaged that it will be sustainable.

The Bursar/Director of Strategic Innovation, responding to comments from a Board member in relation to E3 and the future delivery of Engineering courses, advised the Board that an analysis of Engineering teaching methods in peer institutions in the UK and the US was being conducted and that recommendations from such analysis would be used to inform the design of the proposed E3 building.

In response to comments from a Board member, it was noted that the Secretary to the College is to prepare an updated governance document for future circulation to all Board members.

The Board noted the Provost's update on his work programme for 2014/15 and that a work programme for 2015/16 would be presented to the Board by the Provost at the start of the next academic year. The Provost thanked all of the College Officers for their contributions over the year and also thanked Board members for their support in helping Trinity achieve its strategic objectives.

BD/14-15/279 Proposal for a Tenure Track System for Entry-Level Academics

The Vice-Provost/Chief Academic Officer invited the Board's attention to her memorandum, dated 9 June 2015, which had been circulated. She advised the Board of the consultation process which had been undertaken to date, noting that the feedback which had been received, together with the feedback from Board members, would be considered when the final version of this proposal is being prepared. In particular, the Vice-Provost/Chief Academic Officer advised that during the consultation process a number of issues were raised and it is planned that the next iteration of this proposal will address these concerns including:

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- the risk that this will limit the pool of potential candidates for entry-level positions, unless there is a mechanism to recognise prior achievement of tenure-level outputs and to allow for accelerated advancement and retention during the tenure process;
- the risk that there could be a negative effect on women's career paths, and the potential that it is not family-friendly. There are a number of mechanisms that will be incorporated into the next version of this proposal to ensure that any potential negative impact will be mitigated;
- the need to revise the mechanism for appeal. It is proposed that the Ad Hoc Appeals Committee (chaired by the Senior Dean) would be allocated this role;
- the perception that the composition of the Tenure Review Panel is too large and not sufficiently reflective of the discipline. This will be addressed in the next version of the proposal.

In response to comments from Board members, the Vice-Provost/Chief Academic Officer advised the Board that the new system is being proposed with a view to providing greater clarity for entry-level academics in relation to criteria for progression and permanency. She further advised that a common approach to recruitment and appointment would ensure greater consistency in this regard across all Schools and that it is envisaged that the new system will provide entry-level academics with greater levels of stability. The Vice-Provost/Chief Academic Officer noted that it is envisaged that the new system would allow sufficient flexibility so that processes for retention and acceleration may be utilised as appropriate.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer advised the Board that the Ussher scheme had been very successful to date and that the majority of staff members recruited under the scheme had been retained by the College.

Noting comments from a Board member, the Vice-Provost/Chief Academic Officer informed the Board that proposals in relation to the probation period for entry-level academic staff who took leave for purposes such as maternity were being further explored and that Council had previously given consideration to developing a mechanism which could address the varying research parameters. She noted that further discussions would be held and that efforts would be made to ensure that confirmation in post for such staff could be obtained, as appropriate, without unnecessary delays.

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer, dated 9 June 2015. It was noted that a revised version of the proposal is to come to a future meeting of the Board.

BD/14-15/280 Dean of Research Annual Report 2013-2014

The Dean of Research who joined the meeting for this item invited the Board's attention to his Annual Report 2013-2014. He provided the Board with an overview of the highlights of the research activity in Trinity for 2013-14. In particular, he noted the launch of the Strategy for Innovation and Entrepreneurship in November 2013 and the establishment of the Office of Corporate Partnership and Knowledge Exchange (OCPKE) which is to assist in the implementation of Trinity's Industry Engagement Strategy. The Dean of Research also provided a summary of achievements in the year with respect to some key performance indicators including patent applications, commercial licenses granted and spin-out companies established. With reference to research funding, the Dean of Research advised the Board that a diversification of funding sources had been achieved with a reduction in reliance on Exchequer funding. It was noted that 447 new awards had been received in 2013-14 and that while this represented a decline on the previous year it was ahead of estimates for the year. It was also noted that total research expenditure had increased for the first time in a number of years and this level is expected to be sustained. The Dean of Research advised that there were 1,175 applications made to external funding sponsors which represented an increase on the previous year.

The Provost thanked the Dean of Research and opened the item for discussion and comment. The following comments were noted:

- A gender analysis in relation to research activity would be useful;
- A section on the performance of research institutes should be included;
- An executive summary for future reports would be helpful;
- The report would benefit from a greater emphasis on research in the humanities;
- Further details on the level of research outputs should be included;
- The achievements in the report could be brought to a wider audience through a communications process.

Following comments from a Board member the Dean of Research advised the Board that a template for submissions to the report had been circulated to each School and noted that there were variations in the format of the entries as each School detailed their own achievements and level of activity. He further advised the Board of the importance of ensuring that all achievements were appropriately captured where possible. The final version of the report will contain some further information recently received from Schools.

In response to comments from a Board member, the Treasurer/Chief Financial Officer clarified that Trinity research institutes are required to report to the Finance Committee twice a year and that these reports are then captured in the Finance Committee minutes for the consideration of the Board.

In response to comments from Board members in which the report was welcomed, the importance of promoting the research activity and achievements of the College was noted and that a communications strategy for the findings of the report should be considered.

The Board noted and approved the Dean of Research Annual Report 2013-2014. It was noted that a second report from the Dean of Research, containing publication information and addressing further elements of research activity, will be brought to a future meeting of the Board for discussion.

Mr I Mooney left the meeting at this point.

BD/14-15/281 Rankings Strategy

The Dean of Research, who remained in the meeting for this item, presented the Board with a summary of the proposed rankings strategy. He advised the Board that the strategy focused on practical items which could be achieved in the short term and that investment in this strategy would support the College in addressing the recent decline in Trinity's position in the QS and the THE World University rankings.

Professor D O'Neill joined the meeting at this point.

The Provost thanked the Dean of Research and opened the item for discussion. The following comments were noted:

- The relevance and importance of the strategy;
- The contributions to date of those working in the Research Informatics Unit;
- The benefit of consolidating current information to ensure appropriate acknowledgement of research activity.

In response to a query from a Board member, the Provost advised the Board that it is envisaged that the required investment in the strategy would be outweighed by the potential benefits to be achieved and the Vice-Provost/Chief Academic Officer informed the Board that the Indirect Cost Planning Group would be considering the strategy at a meeting later that day.

The Board noted and approved the Memorandum from the Dean of Research and the Rankings Strategy contained within, while noting that detailed proposals will be brought forward separately for the spending elements involved. The Provost thanked the Dean of Research who left the meeting at this point.

BD/14-15/282 Overview of Staff: Student Ratios 2005-2006 to 2013-2014

The Vice-Provost/Chief Academic Officer invited the Board's attention to her memorandum, dated 18 May 2015. She advised the Board that the ratios had been compiled based on the figures returned to the Higher Education Authority (HEA).

The Vice-Provost/Chief Academic Officer informed the Board that the data show a disimprovement in the ratios at a College level and across each of the three faculties. She also noted that some Schools had experienced a greater disimprovement at an individual level, then that of the relevant Faculty as a whole. In addition, the difference between the standard ratios and weighted ratios was explained. The Vice-Provost/Chief Academic Officer advised the Board that the ratios had benefitted greatly due to a significant investment in staffing from non-Exchequer sources which had limited the adverse effect of the current constrained financial environment.

Following comments from Board members, a decline in the numbers of technical staff, and the potential of this to adversely affect Trinity's position in the world rankings, was noted. Large class sizes for some common entry courses were acknowledged.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer clarified that the ratio for 2014-2015 was not yet available as the final return to the HEA was not yet finalised and that the ratios contained in the memorandum reflected the Student: Staff ratios and should be referred to as such. The achievements of many disciplines within Trinity to date, in light of significant financial and resourcing constraints was acknowledged and the need to enhance investment in staffing levels in some areas was noted.

In response to comments from Board members, suggesting that future analysis of such ratios should include an element of international benchmarking by discipline, the Vice-Provost/Chief Academic Officer outlined the difficulty with utilising international comparisons due to varying ranking criteria and classifications and advised the Board that Trinity was performing better than some peer institutions.

The Provost thanked the Vice-Provost/Chief Academic Officer and the staff in the Academic Services Division for preparing the information. It was agreed that student: staff ratios should be reviewed regularly and consideration should be given to benchmarking the data where feasible. The Board noted the memorandum from the Vice-Provost/Chief Academic Officer of 18 May 2015.

BD/14-15/283 Gender Differences in Academic Careers at Trinity

The Chair of the Equality Committee invited the Board's attention to a report by the Equality Officer, dated May 2015. She provided the Board with a summary of the findings of the report with respect to the gender composition of the senior academic staff grades and decision making roles, applications and outcomes of promotion processes and senior recruitment. In conclusion, the Chair of the Equality Committee advised the Board that such information is to be included in future annual Equality Monitoring Reports and that further consideration should be given to the use of staff exit interviews and to developing a formal retention policy.

The Provost thanked the Chair of the Equality Committee and opened the item for discussion. The following comments from Board members were noted:

- the importance of developing and utilising an appropriate exit interview;
- the need to identify barriers to and reasons for certain staff not applying for promotion;

- further actions are required in respect of the gender balance of those applying for accelerated advancement and retention;
- the area of analysis should be extended to include areas where there may be an underrepresentation of males to ensure a balanced overview of staffing levels is obtained.

In response to comments from a Board member in relation to applications to personal Chairs, the importance of encouraging female applicants and trying to ensure a wide distribution of such positions across the University was noted.

Following a query from a Board member, the Vice-Provost/Chief Academic Officer advised the Board that several internal initiatives to address potential gender issues were currently being explored. This included actions arising from the INTEGER project and also a review of the accelerated advancement process. She also noted the importance of the College's recent submission to the Athena Swan Charter.

Following comments from a Board member, it was noted that there were some areas, which when benchmarked, showed that further actions were required across the College to improve the male: female ratio. It was also noted that the CEO of the HEA had indicated that a gender review of all Irish higher education providers was envisaged for autumn 2015. The Vice-Provost/Chief Academic Officer informed the Board that the current selection processes for Deans and Heads of School had been identified as an inhibiting factor in encouraging staff to apply for such positions.

The Board noted the report by the Equality Officer dated May 2015. It was noted that the report should be expanded to include data for those on Administrative, Technical and Library staff grades. Consideration is also to be given to staff retention; gender issues pertaining to all staff; and national and international benchmarking.

The Provost thanked all those who had contributed to the compilation of the report.

BD/14-15/284 Quality – Review of the College Chaplaincy

The Secretary to the College introduced this item noting that the quality review had been very insightful and helpful. In particular, he advised the Board that the great value of the Chaplaincy service to the College Community had been acknowledged by the reviewers. He provided the Board with a summary of the findings of the review under the following headings:

- Use of the chapel;
- Development of a Strategic Plan for the Chaplaincy;
- College support for the Chaplaincy;
- Role of the Chaplaincy in relation to the Global Relations Strategy;
- Selection of candidates for appointment to the Chaplaincy.

The Secretary to the College advised the Board that an implementation plan on the recommendations as contained in the review are to be brought to a future meeting of the Board.

In response to a query from a Board member, the Secretary clarified that appointments to the Chaplaincy are under the remit of the relevant churches but that it is envisaged that the College could assist in drafting with the Chaplaincy of some guidelines to assist in the process. The gender imbalance in the Chaplaincy was noted and the Provost advised the Board that this issue had been identified as part of the review. The Board noted the memorandum from the Secretary to the College, dated 10 June 2015 and approved the Quality Review of the College Chaplaincy.

BD/14-15/285 Self-Evaluation of the Board

The Secretary to the College invited the Board's attention to a memorandum from the Internal Auditor, dated 10 June 2015, which had been circulated. He advised the Board that the responses received would be carefully considered and that he will prepare a detailed response for discussion at the next meeting of the Board. He welcomed any additional comments from Board members and the following items were noted:

- Greater clarity on Trinity's governance structures was required;
- Training for Chairs of Principal Committees would be helpful;
- Greater use could be made of the Principal Committee structure to deal with Board business;
- Further consideration should be given to the composition of the Agenda to facilitate more in-depth discussion;
- Board should consider the frequency of meetings and management of the volume of Board business.

The Board noted the memorandum from the Internal Auditor, dated 10 June 2015. It was noted that the Secretary to the College is to prepare a response to the findings of the Board self-evaluation.

BD/14-15/286 Any Other Urgent Business - Eligibility for Fellowship and Tutorship

Following comments from a Board member, it was agreed that the Registrar and the Secretary to the College would explore the possibility of extending the eligibility criteria for Fellowship and Tutorship to include part-time members of staff for the coming academic year.

Section B**BD/14-15/287 Board Business****(i) Callover**

The Board noted the Board Callover from the meeting of 27 May 2015.

(ii) Outcomes

The Board noted the Board Outcomes from the meeting of 27 May 2015.

BD/14-15/288 Finance Committee

The Board noted and approved the draft minutes of meeting of 25 May 2015.

BD/14-15/289 Library and Information Policy Committee

The Board noted and approved the draft minutes of the meeting of 9 March 2015.

SECTION C**BD/14-15/290 Extension of Head of School, School of Dental Science**

The Board noted and approved a memorandum from the Dean of Health Sciences, circulated, dated, 4 June 2015.

BD/14-15/291 Science Gallery Governance Structure

The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 9 June 2015.

BD/14-15/292 Foundation Scholarship – Central Scholarship Committee

The Board noted and approved a memorandum from the Examinations and Timetables Officer, circulated, dated 8 June 2015.

BD/14-15/293 Prizes and Other Awards

- (i) **The Chaucer Scholarship and John Scattergood Travelling Scholarship**
The Board noted and approved a memorandum and associated *Calendar* entries from the Head of the School of English, circulated, dated 20 May 2015.
- (ii) **The P J Drudy Prize in Economics (*Calendar Part 2, p 366*)**
The Board noted and approved a memorandum from the Head of the Discipline of Economics, circulated, dated 10 June 2015.

BD/14-15/294 Tutorship

The Board noted and approved a memorandum the Senior Tutor, circulated, dated 10 June 2015.

SECTION D

There was no business under this section.

Signed:

Date: