



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting of 24 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), 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 G J Garrahan, Mr J Gallagher, Ms M Lee, Professor C McCabe, Professor J F McGilp, Mr D McGlacken-Byrne, Mr I Mooney, Professor D O'Neill, Professor M Ó Siochrú, Professor D R Phelan.
<i>Apologies</i>	Professor C O'Farrelly, Professor B Lucey, 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>	The Dean of Research for items BD/14-15/312 and BD/14-15/332 The Commercial Director for item BD/14-15/302 The Chair of the Audit Committee (Ms Julie O'Neill); Internal Auditor (Mr Francis Sheeran); College Auditors (Mr Sean O'Keefe, KPMG); Comptroller and Auditor General's Office (Mr Shane Carton); and the Deputy Chief Financial Officer (Ms L Ryan) for item BD/14-15/300

The incoming student representatives Ms K Crowther, Ms L Ruane, Ms M Kenny and Mr C Clancy were in attendance as observers for the duration of the meeting.

SECTION A

BD/14-15/295 Statement of Interest

The Provost declared a statement of interest in relation to item D.32 Nominations for Appointment. It was agreed that Provost would leave the room for this item and take no part in the discussion on this item.

The Secretary to the College declared a statement of interest in relation to item A.13 Self Evaluation of the Board. In the context of it being a self-evaluation, it was agreed that the Secretary to the College would remain and take a full part in the discussion.

Mr Cowzer declared a statement of interest in relation to item A5 FIS Project. It was agreed he would stay and take full part in the discussion on this item.

BD/14-15/296 Incoming Student Representatives

The Provost welcomed the incoming student representatives who joined the meeting as observers.

BD/14-15/297 Minutes of the Meeting of 17 June 2015

The minutes of 17 June 2015 were approved and signed.

BD/14-15/298 Matters Arising from the Minutes

The following matters arising were noted.

BD/14-15/253 Institute of Population Health

The Secretary to the College advised the Board that he had consulted with Professor O'Neill regarding the proposed amendment to the minutes of 27 May 2015 and that Professor O'Neill was in agreement with the changes as suggested.

BD/14-15/286 Eligibility for Fellowship and Tutorship

The Registrar advised the Board that the Statutes Schedules Working Party had considered this item and that it is envisaged that a suite of proposed amendments will be brought for consideration to a joint meeting of Board and Council in the next academic year.

BD/14-15/299 Provost's Report

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

(i) Representation of the University nationally and internationally including:

- Boston and Washington D.C.

The Provost informed the Board that he, the Dean of Research and the Director of Trinity Research and Innovation had visited Babson College, the President of which is a Trinity graduate. It was noted that several beneficial discussions were had in relation to entrepreneurship education and meeting the challenges associated with marketing MBA programmes.

The Provost also provided a summary of the Fusion Event held at District Hall, Boston, which facilitated the showcasing of the work of five Trinity researchers as part of the annual NAFSA Conference.

The Provost and the Vice-President for Global Relations had also visited Georgetown University in Washington and had participated in discussions focused on the global research question.

- Israel

The Provost advised the Board that he, as part of a group which included Professor O'Farrelly and the Director of Trinity Research and Innovation amongst others, had attended the opening of the joint Trinity Biomedical Sciences Institute (TBSI) and Weizmann Institute Conference in June, held as part of a bilateral exchange programme which is in operation between TBSI and the Weizmann Institute in Israel.

In addition, the Provost informed the Board that during this visit a Memorandum of Understanding with the Hebrew University of Jerusalem was signed. He also informed the Board that he had endeavoured, in the course of his discussions and meetings where appropriate, to register, on behalf of the University, his dissatisfaction with aspects of the current political situation in Palestine. The Provost advised the Board that a Trinity Alumni reception had been held in Tel Aviv which was attended by a large number of graduates and noted the importance of continuing to encourage this type of engagement with international alumni.

It was agreed that a Working Group would be established to consider the existing relationships between the University and institutions in Israel and Palestine. This Working Group is to include student representation and will report back to the Board as soon as possible in the next academic year.

- Glion Colloquium, Switzerland

The Provost had attended a colloquium in Glion, which had also been attended by several other University Presidents, to discuss issues facing global education. The

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Provost advised the Board that useful comparisons could be drawn from examining the various funding models employed in other universities. In particular, it was noted that further support would be needed from the State to support the future challenges facing Trinity and the Provost advised the Board that increased engagement with Government Departments would be pursued.

(ii) Provost's Teaching Awards 2014

The Provost advised the Board that the recipients of the Provost's Teaching Awards for 2014 had been announced and were as follows:

- Professor Daniel Geary, School of Histories & Humanities,
- Professor David Kenny, School of Law (Early Career Award),
- Professor Ciaran O'Neill, School of Histories and Humanities (Early Career Award),
- Professor Cicely Roche, School of Pharmacy and Pharmaceutical Sciences,
- Professor Sheila Ryder, School of Pharmacy & Pharmaceutical Sciences,
- Professor Ciaran Simms, School of Engineering.

The Provost commended all who had been nominated and noted the importance of the awards in reaffirming Trinity's commitment to recognizing excellence in teaching.

(iii) Trinity Education Project

The Provost advised the Board that Phase 1 of this project was now coming to a close which had comprised of an assessment of the key attributes that Trinity would like to see attributed to graduates of the university. A significant piece of work had been conducted to benchmark Trinity courses which included a presentation from the Director of the Two Subject Moderatorship course. The next phase would see several smaller projects established to address the many aspects associated with the delivery of a Trinity education.

(iv) Trinity Development and Alumni Campaign Group

It was noted that work in relation to on developing a robust case for funding was progressing. The Provost advised the Board that it is intended to establish a Provost's Advisory Council which could inform future fundraising activities. In addition, it is proposed to establish a Trinity Campaign Cabinet which would work on a continuous basis to drive forward the planned fundraising campaign. The importance of ensuring that any targets are achievable and that there is appropriate engagement with potential donors was noted. The need to ensure that the fundraising priorities aligned with those of the university was also noted.

Following comments from a Board member, the potential to further develop the opportunities represented by the Library was noted and that proposals would be brought back to the Board for consideration.

In response to queries from Board members, the Provost advised the Board that it is envisaged that student engagement, as has been in the case in the past, will play a part in upcoming fundraising activities. He also noted that there had been a high level of engagement with the Trinity Foundation over the past year to manage the proposed changes and that regular meetings to progress the funding campaign were now established.

(v) Marino Institute of Education

It was noted that the Marino Institute of Education Strategic Plan had been launched recently and its contents had been coordinated with the Trinity Strategic Plan.

(vi) E3

It was noted that work on planning the E3 project was progressing. The Provost advised the Board that this was an ambitious project to bring together the three schools; the School of Engineering, the School of Computer Science and Statistics and the School of Natural Sciences and that there were a number of options currently being explored in relation to the potential site for a new building. He further advised the board that the success of the project would rely on both philanthropic and state funding support.

The Provost invited the Bursar/Director of Strategic Innovation to provide a brief update. The Bursar/Director of Strategic Innovation outlined three potential possibilities to allow development for the E3 building and informed the Board that the final decision would need to support the long term strategic objective to grow the capacity of the university. He advised the Board of the importance of enabling the three schools to integrate with each other and with industry and the potential research benefits which could be gained from this. It was also noted that there is a significant growth anticipated in student intake in these disciplines and as such a greater level of resources will need to be available.

The Bursar/Director of Strategic Innovation reminded the Board of the need to decant existing properties and that such moves would need to be conducted with minimal disruption for the disciplines concerned. He advised the Board of a potential interim solution which could progress the project noting that any such proposal would be brought to the Board for consideration and approval.

In response to a query from a Board member, the Bursar/Director of Strategic Innovation advised the Board that the figures for the associated business case for the project were currently being reviewed by the Financial Services Division and that several financial scenarios were currently being modelled.

In response to a query from a Board member, it was noted that a decision to proceed with any one of the three options as outlined by the Bursar/Director of Strategic Management/Director of Strategic Innovation would require consideration and approval by the Estates Policy Committee, the Finance Committee and the Board.

The Provost thanked the Bursar/Director of Strategic Management/Director of Strategic Innovation and closed this item.

BD/14-15/300 Consolidated Financial Statements

The Chair of the Audit Committee (Ms Julie O'Neill); Internal Auditor (Mr Francis Sheeran); College Auditors (Mr Sean O'Keefe, KPMG); Comptroller and Auditor General's Office (Mr Shane Carton); and the Deputy Chief Financial Officer (Ms L Ryan) attended for this item.

The Board noted the following documents which had been circulated for this item.

- (i) Memorandum from the Chief Financial Officer and the Deputy Chief Financial Officer, dated 17 June 2015;
- (ii) Consolidated Financial Statements for the year ended 30 September 2014;
- (iii) Letter of representation to the Comptroller and Auditor General from the Provost and the Chief Financial Officer, dated 24 June 2015;
- (iv) Letter of representation to KPMG from the Provost and the Chief Financial Officer, dated 24 June 2015;
- (v) Memorandum from the Chair of the Audit Committee, dated 22 June 2015.

The Treasurer/Chief Financial Officer invited the Board's attention to his memorandum, dated 17 June 2015, which had been circulated, noting that the Financial Statements had been previously considered by the Finance Committee and approved by the Audit Committee on 18 June 2015. He advised the Board that the Higher Education Authority (HEA) approved

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harmonised 'Funding Statements' were included as an appendix to the Consolidated Financial Statements. The Treasurer/Chief Financial Officer then invited the Deputy Chief Financial Officer to provide a summary of the Consolidated Financial Statements for the Board.

The Deputy Chief Financial Officer invited the Board's attention to a presentation which had been circulated, noting that the 2014 Financial Statements were produced from the College's new Oracle financial system. She advised the Board of the total income and expenditure levels and the key figures from the Balance Sheet, noting comparisons with the previous year's accounts. In particular, the Deputy Chief Financial Officer advised the Board of the significant reduction in State funding received by the university and noted that the current Exchequer/Non-Exchequer income ratio was 50:50. The Board noted the growth in the value of research grants and contracts and the increase in operating income. The Board also noted the increase in expenditure which was primarily attributed to increases in staff costs and operating expenses. The Deputy Chief Financial Officer also advised the Board that there had been a significant reduction in cash and deposits since 2011 as a result of the reduction in the State recurrent grant. However, there had also been an increase in Endowment Fund assets which partially offset the reduction in current assets.

The Chair of the Audit Committee invited Board's attention to the previously circulated memorandum, dated 22 June 2015. She advised Board that the audited Consolidated Financial Statements had been the subject of detailed consideration by the Audit Committee on 18 June 2015 subsequent to their review by the Finance Committee on 8 June 2015. It was noted that the Audit Committee was not aware of any issues or concerns which would preclude Board from approving the Financial Statements and the Letter of Representation for the year under review. It was noted that the College is running a planned operational deficit and that any potential risks arising from this strategy need to be carefully managed.

Mr O'Keefe advised Board of the audit status of the Consolidated Financial Statements as presented and advised that the College's external auditors (KPMG) expected to issue a qualified audit opinion following Board approval of the Financial Statements, noting that this qualification arose solely due to pension related matters as in prior years.

Mr Carton advised the Board that the Comptroller and Auditor General's Office had concluded their review of the Consolidated Financial Statements and intended to issue an unqualified audit opinion following Board approval of the Financial Statements.

The Treasurer/Chief Financial Officer noted the importance of the income generating strategies for the university and advised the Board that further details in relation to the planned operational deficit were contained in the Planning Group Report No 13 which was on the agenda for discussion. The Provost advised the Board that revenue to the College was increasing as a result of the successful implementation of the income generating strategies and advised the Board that continued efforts will be made to ensure that total expenditure levels do not exceed total revenue.

In conclusion, the Provost thanked KPMG, the Audit Committee and those working in the Financial Services Division who had prepared the Consolidated Financial Statements. The Board approved the Consolidated Financial Statements for the year ended 30 September 2014 and the associated Letters of Representation and agreed that they should be signed by the Provost and the Treasurer/Chief Financial Officer on its behalf.

BD/14-15/301 Financial Information System Project (FIS) Update

Chair of the Steering Committee (Mr Brian Fitzgerald) and the Project Manager (Ms Esther Hoban) attended for this item.

The Chair of the Steering Committee introduced the Project Manager to the Board and invited the Board's attention to a presentation which had been circulated. The Project Manager

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provided the Board with a summary of the implementation of the Financial Information System (FIS) to date, noting that implementation had been achieved in a two phase process. The Chair of the Steering Committee advised the Board that while previously Trinity did not have a composite process by which purchases could be managed from procurement through to payment, a fully automated process had now been rolled out across the university which facilitated increased management and visibility of spending and commitments across the university.

The Chair of the Steering Committee advised the Board that the rollout of the project was now very advanced and that the project timelines had been adjusted somewhat to meet the needs of the areas using the system to meet the business needs of the university. He then summarised the communications process and training programmes which had been undertaken for the project and advised the Board that the benefits of the system would be realised once the system was fully embedded in the university. The establishment and subsequent meetings of the FIS Project User Group was noted.

The Chair of the Steering Committee advised concluded his report by advising the Board that a further update on the project would be forwarded to the Board for consideration as the project nears completion.

The Provost thanked the Chair of the Steering Committee and the Project Manager and opened the item for discussion. The following comments were noted:

- the benefits of having an established User Group and that perhaps more frequent meetings of this group were required;
- more detailed data on the efficiencies of the system in relation to the processing of invoices and expense claims should be included for future reports.

In response to comments from a Board member, the Chair of the Steering Committee advised the Board that a strategic decision had been made to extend the timeline for completion so that appropriate training could be delivered to meet the needs of the users of the system across the university. The Treasurer/Chief Financial Officer also clarified the contingency which had been incorporated in to the budget for the project.

The Provost thanked the Chair of the Steering Committee and the Project Manager and who left the meeting at this point.

BD/14-15/302 Commercial Revenue Unit – Formation of a New Company

The Commercial Director, who joined the meeting for this item, invited the Board's attention to his document, dated 17 June 2015, which had been circulated. . He indicated to the Board that the Commercial Revenue Unit (CRU) had delivered €16.8 million in the previous year and is on track to deliver in excess of the forecasted contribution for the current financial year. The Commercial Director provided the Board with a summary of the performance of the Commercial Revenue Unit (CRU) to date and outlined some of the potential commercial opportunities for the university which are currently being explored. Such opportunities include marketing opportunities in the United States, the expansion of accommodation services and an increase in retail opportunities for the university. He advised the Board that to facilitate flexibility, and in keeping with best practice internationally, a proposal to establish a subsidiary company had been developed and was now before the Board for consideration and, if appropriate, approval. The Provost thanked the Commercial Director and opened the item for discussion.

In response to a comment from a Board member, the Commercial Director advised that this proposal would be implemented on a trial basis in the first instance. He advised that careful consideration had been given to any potential associated risks arising from the proposal and

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that every measure will be taken to ensure protection of the image and reputation of the university.

Following comments from Board members, it was agreed that an expanded proposal regarding the establishment of a subsidiary should be prepared which would include the following elements of information:

- An outline of the proposed staff pay structures for the new company and details as to how they compare to the pay structures in Trinity;
- details of the planned new activity versus the current level of activity;
- a more detailed risk register which includes a reference to potential reputational risk and risk mitigation tools.

In response to a comment from a Board member, the Secretary to the College advised that in keeping with the establishment of other subsidiary companies, it was proposed that approval of the Board be requested in the first instance, following which a more detailed proposal including the Memorandum and Articles of Association for the new company would be brought to a future meeting of the Board for consideration.

In response to comments from Board members, the Commercial Director clarified that legal advice had been received in relation to the establishment of the subsidiary company. He also noted that an inventory of the current space available for booking is to be conducted and that no change to the service provided to student societies is envisaged under the central events strategy. In particular, he noted that there is a significant volume of student activity in respect of events and room bookings and he advised that it is proposed to develop and agree a set of principles between all stakeholders for future requests for booking rooms in Trinity.

It was noted that the Board is supportive of the activities of the Commercial Revenue Unit (CRU) to date and, in particular, its contribution to generating income for the university which can in turn be used to fund important staffing needs and other initiatives. The proposal as outlined in the document from the Commercial Director was welcomed by some Board members. However, it was noted that the expanded proposal should be considered by a future meeting of the Finance Committee. The Board noted the document from the Commercial Director, dated 17 June 2015 and agreed that a revised proposal is to come to a future meeting of Board for further consideration. The Provost thanked the Commercial Director who left the meeting at this point.

BD/14-15/303 Trinity Business School Update

The Provost noted the memorandum from the Bursar/Director of Strategic Innovation, dated 17 June 2015 and welcomed Mr Leo Harmon, Independent Monitor who joined the meeting for this item. Mr Harmon presented a summary of his report of 17 June 2015, which had been circulated. He advised the Board that a planning application for the Trinity Business School had been submitted and assuming there are no appeals the project is on track for completion by September 2018. He advised the Board that overall he was satisfied with the progress of the project to date and noted the possibility of an increase in forecasted construction costs due to an up-lift in the construction industry.

In response to a query from a Board member, the Bursar/Director of Strategic Innovation informed the Board that a public forum on the project was scheduled for next month and members of the local community would be invited to attend.

The Board noted the memorandum from the Bursar/Director of Strategic Innovation, dated 17 June 2015 and the report from the Independent Monitor, dated 17 June 2015.

BD/14-15/304 Planning Group Report No 13

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The Vice-Provost/Chief Academic Officer invited the Board's attention to her memorandum, dated 16 June 2015, which had been circulated. She provided the Board with an overview of the work of the Planning Group for the period mid-February 2015 to mid-June 2015 as detailed in the Planning Group Report No.13 and which included:

- Developing and overseeing the implementation process for the Strategic Plan 2014-2019, including a consideration of how to benchmark certain aspects of the implementation process;
- Analysing and managing the difficult financial situation, both in the context of 2014/15 and in relation to the revised financial forecasts for 2014/15 to 2019/20;
- Overseeing the Annual Budgetary Cycle 2015/16 (in accordance with Board-approved principles), assessing the outcomes from the 2015/16 budgetary process, and identifying mitigations to the risks associated with the continuing budgetary challenges;
- Monitoring the achievement of targets in Board-approved business plans of Global Relations, Online Education, Commercial Revenue Unit (CRU), Research and Rankings Strategies;
- Monitoring of benefits of strategic investments (in Trinity Research Institutes (TRIs));
- Through the work of the Strategic Staffing Sub-Group, providing opportunities for early consideration of human resource planning, including, strategic staff planning, employee coding and classification, consideration of gender balancing, and reviewing progress in achieving the Employment Control Framework (ECF) targets.

Treasurer/Chief Financial Officer, at the invitation of the Vice-Provost/Chief Academic Officer, advised the Board of the significant challenges associated with trying to achieve a breakeven financial position by end of 2014/15. In particular, he noted that a focus on the reduction of pay costs would be required where possible as significant reductions in non-pay allocations had already occurred. The Treasurer/Chief Financial Officer confirmed that the Finance Committee had previously considered the cost issues and that the relevant minutes had been considered by the Board.

It was noted that the current strategies being implemented in the university were progressing and that the forecasted associated levels of income generation were anticipated to be achieved in the coming years. The Treasurer/Chief Financial Officer informed the Board that some areas will not be in a position to balance their budgets for 2014/15. He advised the Board that the university had significant financial commitments and that reserves had been used in the past to ensure a balanced budget but that this was not financially sustainable in the future.

The Provost thanked the Vice-Provost/Chief Academic Officer and the Treasurer/Chief Financial Officer and opened the item for comments and discussion.

The Vice-Provost/Chief Academic Officer, in response to comments from Board members, drew the Board's attention to Table 5 in the report. She advised the Board that it was recognized that the projections contained in the income generating strategies were ambitious and that provisions for the replenishing of resources were also being made. Noting the concerns of Board members in relation to current academic staffing levels across the university, the Vice-Provost/Chief Academic Officer informed the Board that meetings had been held with each Head of School and Faculty Dean to determine where savings could be achieved with a view to minimising the effect on the student experience. She further informed the Board that Faculty Deans were asked to detail the difficulties being faced in their Faculties due to the requirement to deliver a balanced budget, so that Board members would be fully informed when considering financial matters.

Following a query in relation to student representation on the Planning Group, it was noted that this issue had previously been considered and that no change was recommended to the current composition of the Planning Group, as the Planning Group is a sub-group of the Executive

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Officer Group, one of the executive management groups of the College. Students play a vital role in the governance and oversight of the College, through their membership of the College Board, University Council and related committees, and also through their participation at School and Faculty level.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer and the Treasurer/Chief Financial Officer advised the Board that the full benefits of the SITS and FIS systems were not, as yet, being realised, but that significant benefits were anticipated in the near future.

Speaking in relation to the Global Relations Strategy 2 (GRS2), the Vice-President for Global Relations advised the Board that the GRS2 strategy had been carefully mapped across the various student cohorts. She informed the Board that the university had experienced a rise in Postgraduate Research student numbers which had not been anticipated, noting the difficulty in trying to predict student intake. However, she advised the Board that there was a high degree of confidence in the short-term projections contained within the strategy and that significant partnerships with other universities had been developed with work on developing additional new partnerships continuing.

In response to a query from a Board member, the Chief Operating Officer advised the Board that as part of the 21st Century Administration project, a cross functional team had been compiled to address the challenges of delivering a 21st century administration with a view to recommending the best administrative structure for the university.

Noting the high standard of the report and the detailed information contained within, the Provost extended the appreciation of the Board to all who contributed to compiling the report and thanked the Vice-Provost/Chief Academic Officer. The Board considered and noted the memorandum from the Vice-Provost/Chief Academic Officer, dated 16 June 2015 and the Planning Group Report No.13.

BD/14-15/305 Human Resources Strategy

The Provost, noting that the Human Resources Strategy had been previously considered by the Board at its meeting on 27 May 2015 (BD14-15/252 refers), invited the Chief Operating Officer to provide an update for Board members. The Chief Operating Officer advised the Board of the revisions which had been made to the Strategy to reflect the views of the Board as expressed on 27 May 2015 and in particular, noted that a risk register for the strategy had now been developed.

In response to a query from a Board member, the Chief Operating Officer advised the Board that the Human Resources Department had been restructured in keeping with the objectives of the strategy and that the incoming Director of Human Resources had been fully briefed on the elements of the strategy. As such, she advised the Board that it is envisaged that the implementation of the strategy would be able to proceed without delay.

In response to comments from a Board member, the importance of providing family-friendly working arrangements for staff was noted. The Chair of the Human Resources Committee, following a query from a Board member, confirmed that the committee had reviewed and approved the revised strategy.

The Provost, concluding the discussion on this item, thanked all those who had contributed to the compilation of the strategy. The Board noted and approved the Human Resources Strategy 2014-2019.

BD/14-15/306 Risk Management Policy

The Chief Operating Officer invited the Board's attention to draft College Risk Management Policy, which had been circulated. She provided the Board with an overview of the policy and

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the supporting documents which outlined Phase I and Phase II of the revision of risk management in Trinity. The Chief Operating Officer advised the Board that the second phase of the process would see a pilot on risk management being conducted for a period of six to nine months across the university. She further advised the Board that the risk management proposals had been considered by the Audit Committee on 18 June 2015 and that the subsequent recommendations from the Audit Committee had been included in the draft risk management policy. Funding constraints in relation to the implementation of the policy were noted.

The Board noted and approved the documents from the Chief Operating Officer, dated 18 June 2015 including the Risk Management Policy and associated implementation plan.

BD/14-15/307 Quality – Implementation Plan for the Day Nursery

The Chief Operating Officer provided a summary of the implementation plan for the College Day Nursery for the Board. She advised the Board that a second audit of the nursery had been conducted by an external group. She further advised the Board that she was liaising with the Director of the Day Nursery on a regular basis and that many of recommendations from the quality review were now in the process of being implemented.

In response to comments from the incoming President of the Students' Union, who received the agreement of the Board to participate in the discussion on this item, it was suggested that the Chief Operating Officer and Ms Ruane would further explore the possibility of expanding the range of services offered by the Day Nursery including the possibility of offering after school facilities.

The Board noted and approved the Implementation Plan for the College Day Nursery.

BD/14-15/308 Annual Report of the College

The Provost invited the Board's attention to the Annual Report of the College which had been circulated, advising Board members that any comments on the report could be forwarded to the Secretary to the College. In response to a query from a Board member the Provost advised the Board that the report would have a wide circulation including being made available on the main Trinity website and would be accessible by members of the general public.

BD/14-15/309 Self-Evaluation of the Board

The Secretary to the College summarised the proposals as contained within his document: Response to the Self-Evaluation of the Board, dated 15 June 2015, which had been circulated. In particular, he invited the Board's attention to the proposals regarding amendments to future Board Agendas which would result in a change to the role of Principal Committees. He also noted the proposals to ensure efficient time management of Board meetings and measures that would be taken to ensure that Board documents are received in a timely manner. With reference to the confidentiality of Board papers, it was noted that information contained within a recent Board paper had been quoted in a newspaper article and that such a breach in confidentiality was disappointing. The Provost advised the Board that he had discussed the possibility of amending future agendas to allow a more efficient use of Principal Committees with the Fellows' Standing Committee and that such a proposal had been well received.

In response to comments from Board members, it was agreed that assigning times to individual Agenda items could perhaps impede the work of the Board and the informative nature of the Provost's report was noted as very helpful for members and an item which should remain unchanged for future meetings. It was noted that amending the role of Principal Committees could result in a need for a greater number of meetings for such committees.

The Board noted the response to the Self-Evaluation of the Board by the Secretary to the College, dated 15 June 2015. It was agreed that the proposals as outlined in the response be

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implemented with the exception of assigning timings to agenda items. It was also agreed that future agendas be revised so that items, already considered by Principal Committees are grouped and identified for noting and discussion only if merited. It was noted that as a result, the terms of reference of the Principal Committees would need to be reviewed. In addition, guidelines for those coming to present documents to the Board be developed to ensure there is appropriate time for discussion of agenda items.

Given the decision above, the Chair of the Human Resources Committee purposed and it was agreed that the revision to the terms of reference of the Human Resources Committee to be considered under agenda item B21 (i) would be deferred.

BD/14-15/310 Audit Committee Annual Report to Board – EO Response

The Treasurer/Chief Financial Officer invited the Board's attention to the Executive Officers' response to the Audit Committee Annual Report to Board. He advised the Board that the response had been considered by the Executive Officer Group on 9 June 2015 and the Audit Committee on 18 June 2015. He thanked all of the officers for their responses which contributed to the overall response and advised that the responses would be incorporated in to the Audit Committee risk log and all actions will be tracked to conclusion.

In response to a comment from a Board member, the importance of addressing concerns raised by the Audit Committee in a timely manner was noted.

The Board noted the Memorandum from the Treasurer/Chief Financial Officer, dated 10 June 2015 and the responses of the Executive Officers as contained within.

BD/14-15/311 University Council

The Board confirmed the draft Acta of the University Council of the meeting of 10 June 2015. The Provost advised the Board that the terms of reference for a new position of Associate Dean of Science Education were to be developed by the Senior Lecturer, the Vice-Provost/Chief Academic Officer and the incoming Dean of the Faculty of Engineering, Mathematics and Science.

BD/14-15/312 Review of College's Indirect Cost Policy

The Dean of Research attended for this item.

The Dean of Research invited the Board's attention to his memorandum dated 18 June 2015. He noted that following a request by the Board to review the current indirect Cost Policy and with regard to the sustainability of Trinity Research Institutes the Board were now asked to approve the following four recommendations:

1. College's current indirect policy of a 50:50 split between academic areas and Cista Communis remain unchanged.
2. The current mechanism for funding the 'shared academic costs' from the SFI OIP be reviewed by the Indirect Cost Planning Group (ICPG) in advance of the 2015/16 allocation.
3. Schools should conclude over-arching agreements with Trinity Research Institutes and SFI Research Centres on the allocation of the academic share of indirect costs. This agreement should underpin sustainability plans of the TRIs and would be subject to review and re-agreement every three years.
4. The principles to ensure the sustainability of TRIs to be adopted along with the recommendation that an agreement should be concluded by large scale funded research centres and their participating Schools on the split of School indirect cost

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income that will be provided to the Centre, both from the Centre grant and any associated grants.

The Dean of Research advised the Board that the proposals had been considered by the Finance Committee, the Research Committee and the Heads of School Committee.

In response to a query from a Board member, the Dean of Research advised the Board that due to the range of diversity across Trinity Research Institutes, it was proposed that Faculty Deans should determine the most appropriate allocation taking in to account the unique composition of each Institute. However, compliance with the new policy would be required and if agreement cannot be reached a default allocation model of 50:50 would be implemented. The Dean of Research agreed to ensure that this proposal would be clearly communicated to those concerned.

The Board noted and approved the Memorandum from the Dean of Research, dated 18 June 2015 and the recommendations contained within.

BD/14-15/313 Any Other Urgent Business

There were no items of urgent business.

Section B

BD/14-15/314 Board Business

(i) **Callover**

The Board noted the Board Callover from the meeting of 17 June 2015.

(ii) **Outcomes**

The Board noted the Board Outcomes from the meeting of 17 June 2015.

BD/14-15/315 Coiste na Gaeilge

The Board noted and approved the draft minutes of meeting of 25 May 2015. It was noted that the Irish Language Officer, Mr Aonghus Dwane would be returning to the role in the coming weeks following a career break. Ms Aoife Crawford had filled the role of Irish Language Officer during this time and her contribution was acknowledged.

BD/14-15/316 Finance Committee

The Board noted and approved the draft minutes of the meeting of 8 June 2015. It was noted that the regulations on outside earnings are to go to the Human Resources Committee and the Heads of School Committee for consideration and will return to a future meeting of the Board for final approval.

BD/14-15/317 Human Resources Committee

The Board noted and approved the draft minutes of the meeting of 25 May 2015. As noted under minute BD/14-15/309 above, it was agreed to defer consideration of the terms of reference of the Committee.

The item on the proposed changes to clinical titles was deferred and is to be considered by Council at the start of the next academic year.

BD/14-15/318 Library and Information Policy Committee

The Board noted and approved the draft minutes of the meeting of 11 May 2015, together with the document dated 1 May 2015 Staff Identity: Collecting, Collating and Sharing Staff Identity (Contact) Information.

Section C

BD/14-15/319 Administrative Arrangements in the Summer Session

The Board noted that items of routine College business relating to Board will be dealt with by the Provost or Vice-Provost/Chief Academic Officer during the Summer Session, 29 June 2015 to 28 August 2015 and a report will be made to Board at its first meeting on 16 September 2015.

BD/14-15/320 Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 10 June 2015.

BD/14-15/321 Proctors' Lists for Summer Commencements

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 16 June 2015.

BD/14-15/322 College Art Collections –Donations to 15 June 2015

The Board noted a memorandum from the Curator, College Art Collections, circulated, dated, 15 June 2015.

BD/14-15/323 Entries

(i) **Plants of the Burren**

The Board noted and approved a memorandum from the Head of Discipline of Botany, circulated, dated 17 June 2015.

(ii) **Pollard Fellowship**

The Board noted and approved a memorandum from the Librarian and College Archivist, circulated, dated 16 June 2015.

BD/14-15/324 Data Protection (BD/14-15/133 (iii) of 29 January 2015)

The Board noted a memorandum from the Internal Auditor circulated, dated 18 June 2015.

BD/14-15/325 OnLine Education – Agreement

This item was deferred.

BD/14-15/326 Reporting from External Entities – Irish School of Ecumenics

The Board noted the minutes of the Irish School of Ecumenics Advisory Board, as circulated:

(i) 10 November 2014;

(ii) 29 January 2015.

BD/14-15/333 Outgoing Board Members

The Provost, on behalf of the Board, thanked the outgoing members of Board for their contributions to date and wished them well for the future.

Section D

In compliance with the Data Protection Acts this information is restricted

Signed:

Date:

Incorporating any amendments approved at subsequent Board meetings