



Incorporating any amendments approved at subsequent Board meetings

### Minutes of Board Meeting of 16 September 2015

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Bursar (Professor V Campbell), Registrar (Professor S P A Allwright), Vice-President for Global Relations (Professor J Hussey), Dr O Braiden, Mr C Clancy, Ms K Crowther, Mr F Cowzer, Professor P Coxon, Professor W J Dowling, Professor S Draper, Ms S Dunphy, Mr D Frost, Mr G J Garrahan, Ms M Kenny, Professor B Lucey, Professor C McCabe, Professor J F McGilp, Professor M Ó Siochrú, Professor C O'Farrelly, Professor D R Phelan, Ms L Ruane.
<i>Apologies</i>	Senior Lecturer/Dean of Undergraduate Studies (Professor G Martin), Professor E Drew, Professor D O'Neill, 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>	Chief Operating Officer (Ms Geraldine Ruane).

### SECTION A

**BD/15-16/001 Statement of Interest**

The Provost requested Board members to declare any potential conflict of interest they may have in relation to items on the Board agenda. There were no statements of interest noted.

**BD/15-16/002 Statutory Declaration**

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

**BD/15-16/003 Minutes - Meeting of 24 June 2015**

The minutes of 24 June 2015 were approved and signed subject to the following amendments:

**BD/14-15/299 Provost's Report**

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

- Boston and Washington D.C.

Amend the third paragraph to read: "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."

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

Amend the third and fourth sentences of the final paragraph to read: "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.”

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

Amend the final sentence of the second paragraph to read: “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.”

**BD/15-16/004 Matters Arising from the Minutes**

Several matters arising from the minutes were discussed and have been recorded below.

**BD/14-15/299 Provost’s Report**

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

- Israel

The Vice-Provost/Chief Academic Officer advised the Board, by means of an update on this item, that the Academic Secretary is currently conducting an audit across the schools of the formal and informal relationships currently in place between the university and institutions in Israel and Palestine.

**BD/14-15/312 Review of Indirect Cost Policy**

The Board noted and approved the following amendment to the proposals as presented by the Dean of Research, in his document dated 18 June 2015, at the meeting of 24 June 2015: Amend the last sentence of the 4<sup>th</sup> principle to read as follows: “It is expected that the Dean will normally agree a 50:50 split, while taking due account of the status quo, i.e. any prior arrangements, and also the sustainability of both the TRI and the participating school(s).”

The Vice-Provost/Chief Academic Officer advised that the amended policy should be circulated across the university as a matter of urgency and in particular to the Directors of Trinity Research Institutes. The Secretary to the College advised the Board that a summary of the Board decisions would be available in the coming days.

**BD/15-16/005 Appeals Policy for the decisions of the Review Committees for Administrative, Professional and Support Staff**

At the request of the Chair of the Human Resources Committee, it was agreed that this item A.2 11 would be considered at this point.

The Chair of the Human Resources Committee invited the Board's attention to the draft Appeals Policy for the decisions of the Review Committees for Administrative, Professional and Support Staff which had been circulated. He advised the Board that the appeals process had been developed in keeping with the appeals process currently in place for academic staff and had been considered by the Human Resources Committee on 8 September 2015. The Chair of the Human Resources Committee noted that the appeals process would be confined to addressing procedural issues and will have no remit over the substance of the original application. He advised the Board that the appeals are to be heard by a single committee chaired by the Registrar.

The Provost, thanking the Chair of the Human Resources Committee, advised the Board that the process had also been considered by the Executive Officers Group and opened the item for discussion and comment.

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Following comments from a Board member welcoming the appeals policy, it was noted that the Registrar is to liaise with that Board member in relation to specific queries in relation to the policy.

In response to a query from a Board member, the Chair of the Human Resources Committee advised the Board that it was noted in the application process that feedback is to be provided to all applicants and he agreed to ensure that there was clarity in respect of this item in the Policy on promotions for the Administrative/Library Grades.

The Board noted and approved the Appeals Policy for the decisions of the Review Committees for Administrative, Professional and Support Staff.

#### **BD/15-16/006 Provost's Report**

The Vice-Provost/Chief Academic Officer, who chaired this part of the meeting, invited the Provost to present his work programme for 2015-16 to the Board. The Provost, with reference to the goals contained in the Strategic Plan 2014-2019, outlined his work programme for the coming year categorised as follows:

- (i) Trinity Education Project;
- (ii) Identity and Communications;
- (iii) Trinity Fundraising Campaign;
- (iv) Specific strategic projects;
- (v) General management.

Noting the nine goals of the Strategic Plan 2014-2019, the Provost advised Board members that the nine goals have already been discussed with College Officers and that each Officer has a work programme outlining plans for the achievement of the goals. In particular, the Provost referenced goal C.09: Secure Trinity's Future, noting that this goal underpins his planned work programme for the coming year, which has the following headings:

#### (i) Trinity Education Project

The Provost advised the Board that the Vice-Provost/Chief Academic Officer was leading on this project and that a project manager had recently been appointed. The Provost noted the importance of key attributes such as global citizenship and ethical responsibility and emphasised the link between Trinity's education programmes and the development of future graduates and alumni. He informed the Board that discussions with employers were due to be held so that items raised could contribute to the development of a curriculum which would deliver these important and desirable attributes.

#### (ii) Identity and Communications

The Provost informed the Board that a body of work is to be conducted to enhance the College's role in the development of the creative arts in the city. In addition, increased public affairs activities and a substantial programme of events is envisaged which would include greater engagement with the Government and associated agencies. The Provost noted that activity in this area had already increased both nationally and internationally and that a document detailing the next phase in this process is to be developed by the newly appointed Director of Public Affairs and Communications and would be presented to the Board for consideration in due course.

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(iii) Trinity Fundraising Campaign

The Provost reminded the Board of his intention to launch a public fundraising campaign for the College in 2016 noting that preparation for this is currently underway. He advised the Board that proposals for the fundraising campaign will be developed and presented to a future meeting of the Board. In particular, the Provost noted the importance of developing a clear case for support with a clearly defined set of projects. He advised of the importance of building strong external relationships to support the campaign to ensure there is an alignment between the strategy for Trinity and the national strategy for Ireland, noting that the campaign would require a significant time commitment on his behalf. The Provost also advised that it is envisaged that fundraising for the Library would be an element of the case for support.

He advised the Board of the proposed formation of a new volunteer structure (the Provost's Council) which would comprise of approximately sixty individuals who would support Trinity's case and help the university to achieve the fundraising objectives. It was noted that the campaign will be run by a "Campaign Cabinet" which will be scheduled to meet monthly and comprise of five external and five internal people and that full details of the composition of the "cabinet" would be presented to Board for consideration.

(iv) Specific Strategic Projects

The Provost advised the Board that he would continue efforts to generate capital funding to support such projects as the Trinity Business School, E3, Trinity Creative, the Cancer Institute on the grounds of St James' Hospital and student residences at Oisín House, and that concentrated efforts to identify increased funding for academic posts and funding for scholarships are likely to be included as projects.

The Provost informed the Board that each of the above strategic projects would be led by a College Officer. He noted that the Chief Operating Officer is the lead on the 21st Century Administration project and will have an important role in ensuring all those working in the university's administrative, technical and professional services can do so efficiently and with up to date systems.

With reference to the Online Education project which was being led by the Vice-Provost/Chief Academic Officer and the Associate Dean for Online Education, the Provost advised the Board that the possibility of using online teaching techniques to deliver a large Senior Freshman module in the Science programme (TR071) was currently being explored.

It was also noted that the Bursar/Director of Strategic Innovation is currently developing a masterplan for estates and infrastructure and that the Dean of Research was proceeding with a project to enhance talent acquisition, which included the recruitment of professors under the Science Foundation Ireland(SFI) Research Professorship Programme, in addition to overseeing the ongoing research thematic review to ensure alignment with the proposed fundraising case for support.

(v) General Management

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

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The Vice-Provost/Chief Academic Officer thanked the Provost for presenting the work plan and opened the item for discussion.

In response to a comment from a Board member, the Provost welcomed the opportunity to support an upcoming political party debate being organised by the Students' Union which is scheduled for November 2015. The Provost noted the importance of ensuring that government representatives are briefed on the university's strategic objectives and resourcing needs and welcomed the opportunity to work with the Students' Union in trying to secure the sustainability of the university.

Responding to comments from a Board member, the Provost noted that the promotion of student life was a goal in the Strategic Plan and as part of achieving this goal it is envisaged that the Oisín House project would formally commence during this academic year and which is anticipated will deliver an additional 300 student rooms. He also noted that the university is actively exploring other opportunities for student accommodation in the city.

In response to a query from a Board member, the Provost advised the Board that he will provide a comprehensive report on the work programme at the end of the academic year, noting that as the work programme develops over the year many issues will be brought to Board for consideration.

Responding to comments in relation to supports for postgraduate international students, the Vice-President for Global Relations confirmed that under the Global Relations Strategy funding was identified for student services and that staff from Global Relations take part in meetings of the Student Life Committee and are kept informed of potential issues for international graduate and undergraduate students.

Following comments from a Board member in relation to the proposed United Kingdom referendum on EU membership, the Provost advised the Board that this item had been discussed by College Officers and that further consideration is to be given to the potential implications for the university and the country as a whole.

In response to a query regarding the ongoing review of research themes currently being undertaken in the University, the Provost advised that a panel had been created to review the existing twenty research themes and will make recommendations with a focus on quality and international impact. It was noted that the process of categorization of the research themes will conclude over the coming year and will inform the planned fundraising campaign.

The Provost, responding to comments from a Board member in relation to State funding being inadequate, advised the Board that the Director of Public Affairs and Communications was actively leading engagement with government departments. He also advised that the Irish Universities Association (IUA) had prepared a position paper on behalf of the seven universities and that the IUA was actively engaging with political parties to communicate a consistent message, building on the symposium on funding held in September 2014.

Noting a comment from a Board member, the Provost advised the Board that significant consideration was being given to EU funding programmes and opportunities, including Horizon 2020 and the European Research Council awards and that it is envisaged that the Dean of the

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Faculty of Engineering, Mathematics and Science and the Dean of Research would progress this further over the coming year.

The Vice-Provost/Chief Academic Officer thanked the Provost and concluded discussion on this item. The Board noted the work programme of the Provost for 2015-2016 and it was noted that he is to report to the Board on progress with the work programme at the end of the academic year.

**BD/15-16/007 Associate Dean of Research (Infrastructure)**

The Provost invited the Board's attention to his memorandum dated 11 September 2015, which had been circulated. He advised the Board that in recent years the Dean of Research role has become increasingly varied and complex. As such it is proposed to strengthen the Dean of Research's Office by the establishment of an additional Associate Dean of Research with responsibilities for research infrastructure. The Provost further advised the Board that the Associate Dean of Research (Infrastructure) will work with the Dean of Research to advance Trinity's research performance and impact by providing leadership and oversight of the College's research infrastructure. He noted the importance of ensuring that research facilities that are funded or part-funded by the exchequer are developed and governed in such a way that they maximise the return on investment, not only for the host institution, but also for Ireland.

It was noted that the Associate Dean of Research (Infrastructure) will be nominated to Board for appointment as an Annual Officer and will hold office in like manner as other Annual Officers. The Board noted the memorandum from the Provost, dated 11 September 2015 and approved the establishment of the Annual Office of the Dean of Research (Infrastructure).

**BD/15-16/008 Annual Office**

The Board approved the nomination of Professor Peter Gallagher, School of Physics, as the Associate Dean of Research (Infrastructure) as proposed by the Provost.

**BD/15-16/009 Honorary Degrees**

The Registrar invited the Board's attention to a memorandum, dated 16 September 2015, which had been tabled on a strictly confidential basis.

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

The Board noted and approved the eight nominations as outlined in the Memorandum from the Registrar, dated 16 September 2015. The memorandum was collected following the discussion.

**BD/15-16/010 Visitors**

The Secretary provided a verbal update to the Board of four recent appeals which had been considered by the Visitors.

The Board noted the verbal update from the Secretary to the College on this item in relation to recent cases heard by the Visitors and the related recommendations for implementation.

**BD/15-16/011 Acta of the University Council**

The Board noted that an extraordinary meeting of the University Council had been held on 2 September 2015 to consider the context of the revised common points scale. A number of recommendations had been put to Council at that meeting and were now presented to Board for information.

The Vice-Provost/Chief Academic Officer provided Board with a summary of the work of the Task Group on University Reform of University Selection and Entry (TGRUSE) group to date. She advised the Board that a significant body of work had been conducted by members of Trinity and others to determine the exact implications of the changes to the grading bands at second level on the application process for university and provided a brief summary of the main proposed changes. It was noted that Trinity had provided significant input into the process with Professor Wilkins, School of Mathematics, acting as Technical Advisor to the group. In particular, the Vice-Provost/Chief Academic Officer informed the Board that the group had focused on the minimisation of random selection under the revised scale and that subject specific requirements currently in place for admission to some Trinity courses would have to be translated to the new grading bands. Guidelines for this translation had been provided. It was noted that the proposed changes would come in to effect for those currently in 5th year of the second level cycle.

The Board confirmed the Acta of the extraordinary meeting of 2 September 2015.

The Board also noted the contributions of Professor Gillian Martin and Professor Patrick Geoghegan to the work of the Task Group on University Reform of University Selection and Entry (TGRUSE).

**BD/15-16/012 Any Other Urgent Business****(i) Staff Retirements**

The Board noted the members of staff due to retire at the end of September and the Provost, on behalf of the College and the Board, having named each retiree individually, thanked them for their much valued service and contribution to College. In particular, the 50 years of service of Mr Peter Stafford was noted.

**(ii) Secretarial and Executive Staff Review**

In response to a query from a Board member, it was noted that the Chief Operating Officer will be conducting a gender analysis of administrative promotions in keeping with the summary prepared for academic promotions (as noted in Board minute BD/14-15/331).

*Mr Frost left the meeting at this point.*

**Section B****BD/15-16/013 Board Business****(i) Callover**

The Board noted the Board Callover from the meeting of 24 June 2015.

**(ii) Outcomes**

The Board noted the Board Outcomes from the meeting of 24 June 2015.

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**SECTION C****BD/15-16/014 Pro-Chancellors of the University of Dublin**

The Board noted that Dr Mary Elizabeth Frances Henry and Dr Vincent John Scattergood had completed their terms of office as Pro-Chancellors and directed the Registrar to take steps to fill the vacancies.

**BD/15-16/015 Statutes - Called Meeting of the Senate**

The Board directed the Registrar to call a meeting of the Senate in October for the purpose of proposing amendments to the Statutes in relation to Commencements.

**BD/15-16/016 Administrative Arrangements in the Summer Session**

The Board noted a memorandum from the Secretary to the College, circulated, dated 28 August 2015.

**BD/15-16/017 Dublin University Radio Society - Trinity FM 2015-2016**

The Board noted that the Chair of the Capitation Committee, the Senior Dean, had authorised the application of the Dublin University Radio Society to operate Trinity FM in 2015-2016.

**BD/15-16/018 Memorandum of Understanding – The Adelaide and Meath Hospital, Dublin, Incorporating the National Children’s Hospital – Pharmacy Education**

The Board noted that a Memorandum of Understanding with The Adelaide and Meath Hospital, Dublin, Incorporating the National Children’s Hospital was signed on 1 September 2015 in order to:

- (i) co-operate in establishing teaching, research and clinical links and providing a suitable environment for undergraduate and postgraduate training and education in Pharmacy;
- (ii) co-operate in facilitating professional development in Pharmacy;
- (iii) encourage research;
- (iv) work together for the provision of excellence in patient care.

**BD/15-16/019 Bequests and Benefactions**

The Board noted with appreciation the gift of medals won by Dr Alfred Vigne (1863-1931) for athletics and rugby from 1884 to 1888, donated to the College by his granddaughters, Ms Charlotte Kirkman and Ms Sue Richardson, of South Africa.

**BD/15-16/020 Sealings**

The Board noted Sealings, as circulated and attached as Appendix 1 to this Minute.

**BD/15-16/021 Representation HEAnet**

The Board noted and approved the nomination of Mr John Murphy, Director of IT Services, as a Director of HEAnet.

**BD/15-16/022 ESB Networks Connection Agreement - Campus Medium Voltage Project**

The Board noted and approved a memorandum from the Director of Estates and Facilities, circulated, dated 9 September 2015.

**BD/15-16/023 Naming Convention for Trinity Research Centres**

The Board noted and approved a memorandum from the Registrar, circulated, dated 8 September 2015.

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**BD/15-16/024 Scholarship – Intermission**

The Board noted and approved a memorandum from the Dean of Graduate Studies, circulated, dated 4 September 2015.

**BD/15-16/025 Technical Staff Committee – Chair**

The Board noted and approved the nomination of Professor James G Lunney as Chair of the Committee, in place of the Dean of Research.

**BD/15-16/026 Tutorship**

The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 20 August 2015.

**SECTION D**

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

Signed: .....

Date: .....

**Sealings**

30 June 2015

**Banking Concession  
The Governor and Company of the Bank of Ireland**

The Seal of the College was put in duplicate to:

- (i) Short Term Letting Agreement;
- (ii) Licence Agreement
- (iii) Sponsorship Agreement Lot 1
- (iv) Sponsorship Agreement Lot 2
- (v) Sponsorship Agreement Lot 3
- (vi) Deed of Renunciation

in connection with the provision of Banking Services to the College between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Governor and Company of the Bank of Ireland for four years and eight months from 1 July 2015.

9 July 2015

**Institute of Population Health  
Part of Russell Building, Tallaght Cross West, Dublin 24 (comprising a of the ground, mezzanine, first second and third floors and all of the fourth, fifth and sixth floors)**

The Seal of the College was put in duplicate to a Contract for Sale; Supplemental Agreement; Payments Agreement and Right of First Refusals Agreement and in quadruplicate to a Long Lease between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Talacare limited for a lease of 499 years from a date to be confirmed, for the Institute of Population Health.

10 July 2015

**Charities Regulatory Authority  
Trinity Endowment Fund**

The Seal of the College was put in duplicate between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Charities Regulatory Authority to give effect to the following articles:

- 14. With effect from the calendar year 2014 the financial year end of the Scheme shall be 30<sup>th</sup> September annually or such other date as the College may designate from time to time.
- 15. With effect from 1 November 2013 this Scheme shall be known as the Trinity Endowment Fund or such other name as the College may designate from time to time

*Note: This Sealing was noted by the Board of the College on 8 October 2014 with the Commissioners for Charitable Bequests and Donations for Ireland, which became the Charities Regulatory Authority on 16 October 2014 and had not been sealed by the Board of the Charity Commissioners prior to the establishment of the CRA.*