



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting of 23 March 2016

<i>Present</i>	Provost (Dr P J Prendergast)(in the Chair), Vice-Provost/Chief Academic Officer (Professor L Hogan), Bursar (Professor V Campbell), Registrar (Professor S P A Allwright), Senior Lecturer/Dean of Undergraduate Studies (Professor G Martin), Dr O Braiden, Ms K Crowther, Mr F Cowzer, Professor W J Dowling, Professor S Draper, Professor E Drew, Ms S Dunphy, Mr D Frost, Professor R Gilligan, Mr T Keohane, Professor C McCabe, Professor J F McGilp, Professor C O'Farrelly, Professor D O'Neill, Professor A Seery, Professor M Ó Siochrú, Professor D R Phelan, Ms L Ruane.
<i>Apologies</i>	Mr C Clancy, Professor B Lucey, Mr G J Garrahan, Ms M Kenny,
<i>In attendance</i>	Assistant Secretary to the College (Acting) (Ms Sandra Kavanagh).
<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), Vice-President for Global Relations (Professor J Hussey).

SECTION A

BD/15-16/196	Statement of Interest The Secretary to the College made a statement in relation to a potential conflict of interest for himself, the Treasurer/Chief Financial Officer and the Bursar in relation to agenda item 'Related Entity Financial Reporting for Ghala Ltd' (Board Minute BD/15-16/233 in this document) as all three were directors of that company. The Provost made a recommendation to the Board that, as Ghala Ltd was effectively dormant in 2014-15 with no transactions, there was no reason for the Officers to absent themselves for the meeting for the consideration of that agenda item. This recommendation was accepted by the Board.
BD/15-16/197	Minutes - Meeting of 27 January 2016 The Minutes of the Board meeting of 23 February 2016 were approved and signed.
BD/15-16/198	Matters Arising from the Minutes BD/14-15/170 (BD/14-15/128) Quality – Implementation Plan for Accommodation and Catering Services A Board member commented on delays experienced when some issues are returning to the Board. The Chief Operating Officer reassured the Board that the Commercial Revenue Unit will provide an update on the plan for catering services on campuses other than the main campus at the Board meeting in April. Hepatitis B immunisation status for Medical Students In response to a query from a Board member, the Chief Operating Officer informed the Board that Dr David McGrath, Director of the College Health Service, will attend a meeting with the School of Medicine on 1 April 2016 regarding medical students' Hepatitis B immunisation status. The Chief Operating Officer extended an invitation to the Board member to attend this meeting.

BD/14-15/170 (BD/15-16/136) Establishment of Al-Maktoum Centre for Islamic Studies

In response to a query by a Board member, the Provost and the Secretary to the College informed the Board that negotiations regarding the establishment of the Al-Maktoum Centre for Islamic Studies are ongoing. The College Solicitor has provided advice on the agreement, and it is currently with the other parties for comment. Once finalised, the agreement will come before the Board for approval.

BD/15-16/174 Planning Group Report No. 14

The Treasurer/Chief Financial Officer informed the Board that the Financial Services Division and the Vice-Provost/Chief Academic Officer are working to meet the balanced budget target for 2016-17 as mandated by the Board. As a result, the Annual Budgeting Cycle (ABC) meetings with Schools are postponed to allow additional time to conclude the resource allocation proposals. In response to a Board member who expressed disappointment at the delay, the Vice-Provost reassured the Board that budgets for Schools will be finalised by mid-May, in accordance with the timetable in previous years and in sufficient time before the start of the 2016-17 academic year in September.

The Treasurer/Chief Financial Officer informed the Board that he had attended the Head of Schools meeting in March to update the members on the College finances, including budget forecasts and the ABC process. The Treasurer/Chief Financial Officer reminded the Board members that meeting a balanced budget in the coming years will remain challenging, but the additional income from strategic initiatives such as the Commercial Revenue Unit and the Global Relations Strategy should go some way to mitigating the decrease in the core grant.

The Provost informed the Board that it was a difficult financial environment, but that achieving the Board-mandated balanced budget required additional negotiation.

BD/15-16/195 Appeals Process for the decisions of the Review Committees for Administrative, Professional and Support Staff

In response to a query by a Board member, the Registrar will supply a schedule for the appeal process for Administrative, Professional and Support Staff.

BD/15-16/199**Provost's Report**

The Provost provided an update to the Board on the report of the Expert Group on Future Funding for Higher Education, which apparently has been presented to the Department of Education and Skills. It is expected that the report will be published by the incoming Minister following the formation of a new government. The Provost informed the Board that, although the report was widely discussed in the media, the details of the report and proposals to alleviate the third level funding crisis can only be assessed when the full report is published. It is important that the new government take the action on the report's recommendations.

The Provost informed the Board that he and representatives of the Trinity Development and Alumni successfully engaged with donors and alumni in the USA including in Princeton, UCLA and USC. In San Francisco, the Provost attended the first Board meeting of the Global Brain Health Institute.

The Provost congratulated all the organisers and participants in the successful Proclamation Day celebrations. The Students' Union event, held on the Berkeley Podium, included readings of the Proclamation and the Democratic Programme of the First Dáil. The Provost informed the Board that the strength of the Trinity education provision was showcased in the Trinity Centre for Literary Translation where a collection of 17 translations of the Proclamation was launched. 20 embassies to Ireland were represented, many receiving a copy of the Proclamation in their own language. The translations can be viewed on the

Incorporating any amendments approved at subsequent Board meetings

Decade of Commemoration website, and has been well received by the government and alumni. The Provost also praised the widely attended symposium held in the Long Room Hub in association with the School of Histories and Humanities, which explored the 1916 Rising in the context of other Irish and International rebellions.

A Board member expressed disappointment that the Provost had supported student loans in a recent media article.

The President of the Students' Union thanked the Provost for attending the activism festival, which saw in excess of 700 attendees at various events throughout the day. The Provost praised the Students' Union for inviting the artist Hozier, who is a Trinity alumnus to perform at the event, as his commentary on social issues resonates with the student body.

In response to advice from a Board member, the Provost confirmed that he will request a meeting with the new Minister for Education and Skills as soon as an announcement is made, to push the case for additional funding for Higher Education.

Several Board members added their congratulations to those of the Provost for the organisers and participants in Proclamation Day, stating the Trinity provided an excellent range and quality of events.

In response to a comment from a Board member, the Provost informed the Board that the Dean and Vice-President for Research will briefly address the recent media coverage on rankings later in the meeting when discussing the agenda item on 'guidelines on noting large research projects at Board'.

BD/15-16/200 Trinity Commercial Services Limited (TCSL) – Clarifications following February 24th Board meeting (ref: BD/15-16/174)

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

As requested at the Board meeting of 24 February 2016, Mr. Neilan provided additional clarification to the Board, as circulated, including:

- Terms and Remuneration for TCSL Employees.

Mr Neilan informed the Board that the Commercial Revenue Unit (CRU) has implemented a range of reforms to diversify the commercial base over the past 12 months. The proposed subsidiary company, Trinity Commercial Services Limited (TCSL), will have the flexibility to reward such initiatives Mr Neilan reassured the Board that no zero-hours contracts or sharp business practices will be engaged in by TCSL, and that pay and conditions will be appropriate and competitive. Mr Neilan informed the Board that the proposed procedure for hiring experienced commercial professionals will ensure the best employees, incentivised to perform, are recruited by TCSL.

- Short framework document on Brand protection at a governance level.
Mr Neilan reassured the Board that TCSL will protect and enhance the Trinity brand, by implementing appropriate quality assurance and fair trade practices within the supply chain and with retail partners. The university would retain full visibility on where its branded products were being sold.

- Membership of TCSL Board and Remuneration Committee.

Mr Neilan highlighted that the Bursar/Director of Strategic Innovation, who will Chair the TCSL Board, will be responsible for reporting to the Trinity Board and that the TCSL Board

Incorporating any amendments approved at subsequent Board meetings

will be accountable for the TCSL operational performance and the protection of the Trinity Brand.

Mr Neilan clarified that the Treasurer/Chief Financial Officer will sit on the TCSL Remuneration Committee and that the proposals had been amended in a number of other ways to provide further assurance to the Trinity Board.

- TCSL Governance - Responsibilities of Trinity and TCSL Boards.

Mr Neilan provided clarity to the Board on the responsibilities of the TCSL Board, which are largely performance-based, and the Trinity Board, which are focused on review and oversight.

The Bursar/Director of Strategic Innovation stated that, under the proposed terms of reference for the TCSL Remuneration Committee which will be developed by the TCSL Board and brought to the Trinity Board for noting, staff remuneration will be capped in line with market rates and Public Sector pay policy. It was noted that the total remuneration package would include the pension contribution and that any bonus will be calculated as a percentage of salary and approved by the Remuneration Committee. Mr Neilan reassured the Board that, having taken legal advice, the proposed terms and remuneration for TCSL are appropriate for a flexible commercial-based environment.

Several Board members welcomed the clarifications provided by Mr Neilan, and appreciated the way in which the concerns had been addressed.

In response to a query from a Board member, the Bursar reassured the Board that the constitution of the new company will not set a precedent for any future subsidiary companies as each company has a unique set of requirements which would be approved by the Trinity Board on a case by case basis, but it may act as a model.

A Board member expressed disappointment that TCSL employees could not be incorporated into current College structures. Mr Neilan responded that additional flexibility is required for a commercial company to operate optimally.

In response to a query from a Board member, Mr Neilan informed the Board that consultation with staff representative bodies had taken place in November 2015. As a result, CRU has regularised contracts for current TCD employees.

In response to a comment from a Board member, the Treasurer/Chief Financial Officer informed the Board that his membership of the Remuneration Committee will give added reassurance that the terms of reference are adhered to. The Treasurer/Chief Financial Officer informed the Board that TCSL should generate substantial revenue for College and that the financial statements of TCSL would be consolidated with those of the university.

The Provost thanked Mr. Neilan, the Chief Operating Officer and the Bursar/Director of Strategic Innovation for the clarifications provided to the Board. Mr. Neilan is to bring the draft Constitution and the Legal Agreement for TCSL to a future Board meeting.

Mr. Neilan left the meeting at this point.

BD/15-16/201

Consolidated Financial Statements for the year ended 30 September 2015

The Provost welcomed the Chair of the Audit Committee (Ms Julie O'Neill); Internal Auditor (Mr Francis Sheeran); College Auditors KPMG (Mr Sean O'Keefe); Office of the Comptroller & Auditor General (Mr Denis McCarrick); and the Deputy Chief Financial Officer (Ms. Louise Ryan) to the meeting.

Incorporating any amendments approved at subsequent Board meetings

The Board noted the following documents which had been circulated for consideration under this item:

- (i) Memorandum from the Chair of the Audit Committee, dated 16 March 2016;
- (ii) Memorandum from the Chief Financial Officer and the Deputy Chief Financial Officer, dated 16 March 2016;
- (iii) Consolidated Financial Statements for the year ended 30 September 2015;
- (iv) Draft Letter of Representation to KPMG concerning the audit of the Consolidated Financial Statements for the year ended 30 September 2015, dated 23 March 2016; and
- (v) Draft Letter of Representation to the Comptroller & Auditor General concerning the audit of the Consolidated Financial Statements for the year ended 30 September 2015, dated 23 March 2016.

The Chief Financial Officer introduced the item advising the Board that the Consolidated Financial Statements for the year ended 30 September 2015 had been previously considered by the Finance Committee and were approved by the Audit Committee on 15 March 2016. He presented the key messages from the CFO Report in the Consolidated Financial Statements circulated to the Board including the deficit recorded for the year, noting that the State grant had fallen by over €22 million between 2011 and 2015 and advised that if the State grant had remained at 2011 levels, even with all the University's upfront investment in strategies and provision for infrastructure renewal, the University would effectively be at a financial break-even position. The 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. 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 results and also highlighted the progress made towards the achievement of the Financial Key Performance Indicators set out in the University's Strategic Plan 2014-19. She advised the Board that for the first time, and as notified to the HEA in advance, the HEA Funding Statements (included as an Appendix to the Consolidated Financial Statements) had not been audited, bringing the University in line with a number of other Irish universities. The Board noted the growth in academic fees, research income and the increase in other operating income. The Board also noted the increase in expenditure which was primarily attributed to increases in staff costs and other operating expenses.

The Deputy Chief Financial Officer advised the Board that, as in previous years, the University's external auditors (KPMG) had issued a qualified audit opinion arising from non-compliance with accounting and disclosure requirements of Financial Reporting Standard (FRS) 12 "Provisions, Contingent Liabilities & Assets". She informed the Board that this qualification is a technical qualification which arises due to a lack of sufficient evidence from the State to satisfy KPMG that pension liabilities in respect of the Model and Supplementation schemes are guaranteed by the State.

The Chair of the Audit Committee advised the Board that the Audit Committee had considered the Consolidated Financial Statements for the year ended 30 September 2015 and had reviewed them with representatives of KPMG and of the Comptroller & Auditor General (C&AG). 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 Letters of Representation for the year under review and recommended the approval of the Financial Statements.

Incorporating any amendments approved at subsequent Board meetings

Mr O'Keefe advised the Board that as a result of the audit which had been conducted, no weaknesses in internal financial systems had been identified. He informed the Board that it was the auditors' intention to issue a qualified audit opinion solely in relation to pension related matters as in previous years.

In response to a query from a Board member, Mr McCarrick advised the Board that the Comptroller & Auditor General had not issued a qualification in relation to the pension issues, as the recognition of the pension funding asset in respect of the Model Pension Scheme and Pension Supplementation anticipates that funding will be provided by the State to meet pension liabilities as they fall due, which is consistent with custom and practice.

The Chief Financial Officer informed the Board that the University had taken external advice on the qualification issue and that he would continue to engage with the Department of Education and Skills and the HEA.

In conclusion, the Provost thanked KPMG, C&AG, 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 2015 and the associated Letters of Representation. It was agreed that the Financial Statements should be signed by the Provost and the Chief Financial Officer on its behalf.

BD/15-16/202**Trinity Endowment Funds – year ended 30 September 2015**

The Board noted the following documents which had been circulated for consideration under this item:

- Memorandum from the Chair of the Audit Committee dated 16 March 2016;
- Memorandum from the Chief Financial Officer and Deputy Chief Financial Officer dated 16 March 2016;
- Trinity Endowment Fund Financial Statements for the year ended 30 September 2015;
- Draft Letter of Representation to KPMG concerning the audit of Trinity Endowment Fund Financial Statements for the year ended 30 September 2015; and
- Presentation entitled 'Trinity Endowment Fund Financial Statements for the year ended 30 September 2015'.

The Deputy Chief Financial Officer introduced the item and provided details of the role of the Investment Committee, which is mandated by Board to establish and implement investment policy and appoint investment managers for the Endowment Fund's assets. She advised the Board that the Financial Statements had previously been considered by Investment Committee, Finance Committee and Audit Committee.

The Deputy Chief Financial Officer then invited the Board's attention to the circulated presentation including the highlights of the Fund's performance for the year ended 30 September 2015. She advised the Board that the Fund had achieved a total return of 5.2% for the year. In addition the Deputy Chief Financial Officer informed the Board that the market value of the Fund had increased by €2.9 million to €167 million at 30 September 2015. She further noted that the fall in the value of the Endowment Fund experienced in the financial crisis of 2008/09 has now been fully recovered.

Ms O'Neill, Chair of the Audit Committee, informed the Board that the Audit Committee had considered the Financial Statements of the Trinity Endowment Fund for the year ended 30 September 2015 and had reviewed with the external auditors, KPMG, the results of their audit for the period. She advised the Board that the Audit Committee was not aware of any issues or concerns that would preclude the Board from approving the Financial Statements and Letter of Representation for the period under review and that the Audit Committee recommends that they be approved as presented.

Incorporating any amendments approved at subsequent Board meetings

Mr O'Keefe advised the Board that, following an audit of the Financial Statements of the Trinity Endowment Fund, there were no issues which he wished to bring to the attention of the Board and that KPMG intends to issue an unqualified opinion on the Financial Statements for the year ended 30 September 2015.

The Board approved the Trinity Endowment Fund Financial Statements for the year ended 30 September 2015 and the associated Letter of Representation. It was agreed that the Financial Statements should be signed by the Provost and the Chief Financial Officer on its behalf.

The Provost thanked the Chair of the Audit Committee, Mr O'Keefe and the Deputy Chief Financial Officer who left the meeting at this point.

BD/15-16/203 Audit Committee Annual Report to Board 2015/16

The Chair of the Audit Committee, Ms Julie O'Neill, informed the Board that, as per the memorandum dated 15 March 2016, as circulated, the Audit Committee Annual Report to Board 2015/16 will be presented at the April Board meeting.

The Chair informed the Board that the report will be compatible with the Statement of Governance and Internal Control.

Mr Sheeran, Ms O'Neill and Mr O'Keefe left the meeting at this point.

BD/15-16/204 Science Gallery – Annual Review 2015

The Provost welcomed Ms Lynn Scarff, Director of Science Gallery, and Mr Shay Garvey, Chair of the Science Gallery Board, who joined the meeting for this item.

The Provost congratulated Ms Scarff on her appointment as the Director of the Science Gallery and said he looked forward to working with her in the future. The Provost also thanked Dr. Michael John Gorman, the outgoing Director, for his contribution to the Science Gallery over the last 8 years.

Ms Scarff presented the Annual Review of the Science Gallery, as circulated, to the Board, with the following 2015 highlights noted:

- 2015 saw the highest ever visitor numbers to the Science Gallery with over 400,000 visitors;
- Of these, 45% were in the target age bracket of 15-25 years;
- 10% of new entrant undergraduate students surveyed stated that the Science Gallery had a direct role in their choosing to come to Trinity;
- Of these, 44% had visited the Science Gallery prior to attending Trinity;
- 75% growth in participants across the education and learning programmes as a result of the 'Going Deeper' strategy;
- Awarded the first Google Field Trip grant in Ireland, and only the second in Europe, which will allow 2000 transition year students from across Ireland the opportunity to visit the Science Gallery for free;
- Three new exhibition cities were added in 2015; Three new touring exhibitions opened in three different cities globally in 2015
- Three new Horizon 2020 grants were secured;
- Expenditure was in line with 2014, and some funds have been reserved for capital projects;
- With a modest increase in space, the Science Gallery is confident of leveraging even greater corporate backing.

Incorporating any amendments approved at subsequent Board meetings

Mr Garvey highlighted the diversified funding base which had been developed by the Science Gallery.

In response to a query from a Board member, Ms Scarff stated that the touring income for 2014 and 2015 were broadly similar. This is a result of an emerging two year cycle in the timeline of creating a new exhibition and its touring schedule. The Science Gallery expects to see an increase in income in 2016-18 cycle. Ms Scarff informed the Board that the touring income will plateau in the future, but that has not yet been reached. Ms Scarff also informed the Board that finding new locations for exhibitions, including contemporary and art spaces, will increase both the audiences and the touring revenue.

In response to queries from Board members, Ms Scarff stated that the Science Gallery will continue to enhance its engagement with the School of Education, the Trinity Access Programme (TAP) and Bridge 21. In response to a comment by a Board member, the Vice-President for Global Relations stated that the Science Gallery have been actively involved with international student recruitment, especially in India, and that they are actively considering ways to expand this partnership. Several Board members congratulated the Science Gallery on the good work and the success of the activities in 2015.

The Provost thanked Ms Scarff and Mr Garvey for updating the Board on the activities and successes of the Science Gallery in 2015, and commented that the operations are going from strength-to-strength.

Ms Scarff and Mr Garvey left the meeting at this point.

BD/15-16/205**Proposal for Tobacco Free Zones**

The Provost welcomed Dr David McGrath, Director of the College Health Service and Chair of the Trinity Tobacco Policy Committee, and Ms Martina Mullen, College Health Promotion Officer, who attended the meeting for this item.

The Registrar informed the Board that the proposed Tobacco Free Zones on the main campus, as outlined in the memorandum dated 16 February 2016, as circulated, were identified after College-wide engagement, including with the Students' Union and the Graduate Students' Union.

Dr McGrath informed the Board that Trinity were the first Irish university to outline plans for a tobacco-free campus in 2013, but the original proposal was rejected by a 53:47 margin by the student body. As a result, the proposal before the Board is for three Tobacco Free Zones and represents the third compromise proposal that has been discussed by the Trinity Tobacco Policy Committee. The Registrar informed the Board that the location for a smoking shelter near the Fellow's Square, as requested by the students, has yet to be finalised.

A number of Board members expressed disappointment that proposals for a tobacco-free campus were rejected, and queried how the three tobacco-free zones in the current proposal would be delineated clearly for visitors and tourists without compromising the appearance of the campus. Several Board members also queried the practicalities of enforcing the Tobacco Free Zones as proposed.

In response, the President of the Graduate Students' Union stated that the student body is supportive of a tobacco free-campus initiative, but were concerned for the welfare of students that would continue to smoke despite the initiative, and would need to do so in a safe environment especially late at night.

Incorporating any amendments approved at subsequent Board meetings

The Registrar stated that discrete signage would be in place at the entrance to the zones, informing everyone of the no-smoking policy.

In response to a comment by a Board member, Dr McGrath stated that UCD, despite being a residential campus, has decided on a plan to be tobacco-free within three years.

In response to a query from a Board member, the Registrar informed the Board that satellite campuses in Tallaght and St. James's hospitals fall under the remit of the Health Services Executive (HSE) and are tobacco-free. Trinity Hall is not included in the current proposal.

A number of Board members stated that the proposal should be accepted as circulated, and that additional phases can then see the expansion of the tobacco-free zones across campus. The Board noted the objections of the President of the Students' Union and the President of the Graduate Students' Union to this suggestion, who both stated that the student body had rejected a tobacco-free campus and that both Unions considered the proposal before Board as complete. The Registrar stated that the Trinity Tobacco Policy Committee consider this proposal to be a first step.

The Board approved the proposal for Tobacco Free Zones as circulated. The location of the smoking shelter near the Fellow's Square is to be proposed to and approved at a future meeting of the Executive Officers Group.

Dr McGrath and Ms Mullen left the meeting at this point.

BD/15-16/206

Strategic Estates Review

The Provost welcomed Mr Paul Roberts of Turnberry Consulting who joined the meeting for this item.

Mr Roberts informed the Board that Turnberry Consulting had consulted with a wide variety of stakeholders across the College Community in preparing the Strategic States Review report and found that staff care strongly about the campus, its appearance and its historic significance. Mr Roberts also stated that Turnberry had a number of detailed meetings with the Provost, which highlighted the importance of the campus and estate at the highest levels of the university. Mr Roberts highlighted the uniqueness of Trinity and stated that it was impressive in an international context.

Mr Roberts highlighted the following to the Board members:

- Internationally, funding available for campus development, expansion and maintenance can vary greatly. In the absence of unlimited funds, the expenditure on the estate should be smarter and better;
- Trinity campus has a remarkable history, but it is not presented optimally;
- The campus does not always compare favourably to campuses of other peer Irish universities;
- Poor building choices will be felt 50 years later. Some of the issues being experienced today have their roots in decisions taken in the 1950s.
- The approach taken by College to campus development has been at times inconsistent, and that a more mature approach to campus development is required;
- A careful balance is required and Trinity should not allow one issue to dominate campus policy.
- The needs of the College community grow and change over time, and consultation, debate and dialogue is required to deal with issues as they arise.
- The Trinity Education Programme is examining how programmes and courses are delivered in College. A learning spaces strategy needs to be in place to respond to changing educational needs and delivery methods.

Incorporating any amendments approved at subsequent Board meetings

- Students' perception of a building is not based on whether it is old or new – the facilities provided and the upkeep are far more important. Refurbishing existing buildings, to include students spaces, flexible spaces etc, can sometimes be far more effective than commissioning a new building.
- The development of a mature approach to the development of the campus is hampered by the lack of data to support and inform decisions;
- The development of a strategy for the estate should be a project for the Bursar, supported by relevant expertise from within Estates & Facilities and external advice, as appropriate.

Prof. O'Farrelly, Chair of the Estates Policy Committee, welcomed the review as presented, and stated that his summary echoes the thoughts and discussions of the committee. The Chair also congratulated the current and previous Bursar on the work done to date.

The Treasurer/Chief Financial Officer informed the Board that additional budget is to be allocated to the Estates and Facilities maintenance budget for 2016-17, with plans to allocate to 1% of turnover for maintenance by 2020.

A number of Board members welcomed the report as thoughtful and insightful, and highlighted the need for some social and learning spaces to be available for students. A number of Board members mentioned that the Arts Block and the Hamilton concourse would benefit from refurbishment. A number of Board members stated that they would welcome investment in smaller refurbishment projects that would have a big impact on the campus.

Prof Ó Siochrú, Chair of the Library and Information Policy Committee, stated that he welcomes the focus on the Library which shows that investing in world class library facilities is worthwhile.

In response to a query from a Board member, Mr Roberts stated that the campus should have a residential-education balance, and that the current housing provision of 8% of the student cohort is low by international standards.

A Board member stated that the campus has a role to play in the life of the city, and that College should try and leverage collaborative funding from the Government.

The Provost informed the Board that some bad decision-making over the decades had not benefitted elements of the campus, but that the College community are in favour of change. The governance structure will be amended further in the coming months to reflect the Turnberry recommendations, and that the data necessary to support good decision making in the future will be gathered in the next 12-18 months.

The Provost stated that the Board acknowledges the issues raised by the Turnberry report and that a large transformative project, reporting directly to the Bursar and including key Estates and Facilities staff supported by external expertise, will begin to address the issues raised.

The Vice-Provost stated that, while the campus was undermanaged in the past, the next 18-24 month period will see a reorganisation of governance structures, targeted data gathering, and procedures for prioritising smaller projects. The Vice-Provost informed the Board that a debate at academic level is required to determine the needs.

The Bursar welcomed the report, as presented, and stated that from her experience of the USA and the UK, the strategy for the estate is developed to support the academic strategy of the university and that these strategies are often coordinated by a senior college officer.

Incorporating any amendments approved at subsequent Board meetings

The Bursar stated that a timely and effective implementation plan, underpinned by reliable data, will drive space utilisation and cost efficiencies. The implementation plan will also include achievable timeframes, information on strategic governance structures and input from the Treasurer/Chief Financial Officer on indicative costs. The Bursar stated that the amount of work required should not be underestimated, but getting it right now will pay dividends in the longer term.

The Board endorsed the Turnberry report. It will now move to the implementation phase and the Bursar will present an implementation plan to Board by June 2016.

Mr Roberts left the meeting at this point. The President of the Graduate Students' Union left the meeting at this point.

BD/15-16/207 Gender and Trinity Staff: Trends in Populations, Recruitment and Progression

This item was deferred to the meeting of 27 April 2016.

BD/15-16/208 Guidelines for the Allocation of Staff Residential Accommodation and Office Space

This item was deferred to the meeting of 27 April 2016.

BD/15-16/209 College Risk Register

This item was deferred to the meeting of 27 April 2016.

BD/15-16/210 Guidelines on noting large research projects at Board

The Provost welcomed Prof. John Boland, Dean and Vice-President for Research, who joined the meeting for this item.

Following concerns raised by Board members in previous meetings, Prof. Boland proposed the following guidelines for noting large research grants and other grants and donations by Board:

- All research grants and potential philanthropic awardees must engage with Trinity Research and Innovation (TR&I) in the pre-award phase;
- The Board is to be asked to note all research awards over €5m that are not bound by standard terms and conditions, following consideration of the awards by the Executive Officers Group (EOG);
- All successful philanthropic funding opportunities in excess of €3m should be considered by EOG and noted at Board.

A Board member welcomed the guidelines, and asked if similar guidelines could be applied to centres who submit multiple grant applications that, if all were successful, would have a significant knock-on effect on other areas of College and College services. Prof Boland responded that the relevant Faculty Dean signs off on all research applications.

The Board agreed that projects with a large educational component should engage with the Vice-Provost/Chief Academic Officer in the pre-award phase.

Prof. O'Farrelly, Chair of the Estates Policy Committee, highlighted to Board that consideration on space and location should be given to large projects to enable a strategic approach to estates management.

Mr Keohane left the meeting at this point. President of the Graduate Students' Union re-joined the meeting at this point.

In relation to rankings, Prof. Boland informed the Board that College had proactively engaged with alumni and interested parties sending an email reminder regarding registering for the

Incorporating any amendments approved at subsequent Board meetings

ranking survey. Clarification and further discussion had since occurred with the agency concerned.

Following comments from a Board member, Prof Boland agreed that stakeholder engagement should be handled with great care, to prevent negative publicity from those who may not fully understand the nuances of the system.

The Board noted and approved the memorandum from the Dean of Research, dated 11 February 2016, subject to educational projects engaging with the VP/CAO in the pre-award phase.

Prof. Boland left the meeting at this point.

BD/15-16/211 Deferral of Implementation Plans for College Health Service and Student Counselling Service

The Board noted and approved the memorandum from the Chief Operating Officer, dated 17 February 2016 on the deferral of the implementation plans for the College Health Service and the Student Counselling Service.

BD/15-16/212 Foundation Scholarship 2016

The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies, dated 14 March 2016 and approved the award of 50 Scholarships for 2016, 14 of which were Foundation Scholars. The Senior Lecturer/Dean of Undergraduate Studies advised the Board that there had been 815 applications for Scholarship received with a 60.1% attendance rate.

The Senior Lecturer/Dean of Undergraduate Studies advised the Board that the criteria for the awards had been changed.

The Provost thanked the Senior Lecturer/Dean of Undergraduate Studies and advised the Board that those proposed for Scholarship would be formally elected at the meeting of the Board on Trinity Monday, 11 April 2015.

BD/15-16/213 University Council

The Board approved the draft Acta of the meeting of 9 March 2016.

BD/15-16/214 Any Other Urgent Business

The Provost informed the Board that indicative timings for Agenda items will be added to the Board agenda from the meeting of 23 April. The Provost stressed that these are indicative only, but that visitors attending Board meetings need guidance as to when to attend.

The Bursar left the meeting at this point.

BD/15-16/215 Revised Proposal for a Tenure-Track System for Entry-Level Academics

The Revised Proposal for a Tenure-Track System for Entry-Level Academics was approved at the Board meeting of 24 February 2016 (BD/15-16/138 Acta of the University Council).

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer dated 16 March 2016, presented at the Board meeting and her comment that she was grateful for the opportunity to bring the full revised proposal separately to the Board.

BD/15-16/216 Revised Travel Policy

The Board noted and approved the memorandum, dated 16 March 2016, from the Financial Operations Manager, Ms Áine Mulcahy, and the revised Travel Policy circulated with it.

Incorporating any amendments approved at subsequent Board meetings

- BD/15-16/217 Revised Hospitality and Entertainment Policy**
The Board noted and approved the memorandum, dated 16 March 2016, from the Financial Operations Manager, Ms Áine Mulcahy, and the revised Hospitality and Entertainment Policy circulated with it.
- BD/15-16/218 Gift Voucher Policy (new)**
The Board noted and approved the memorandum, dated 16 March 2016, from the Financial Operations Manager, Ms Áine Mulcahy, and the Gift Voucher Policy circulated with it.
- BD/15-16/219 Revised Sick Leave Policy**
The Board noted and approved the memorandum, dated 16 March 2016, from the Director of Human Resources, and the revised Sick Leave Policy circulated with it.
- BD/15-16/220 Revised Annual Leave Entitlements**
The Board noted and approved the memorandum, dated 16 March 2016, from the Director of Human Resources, and the revised Annual Leave Entitlements circulated with it.
- BD/15-16/221 Revised Special Unpaid Leave for Career Breaks**
The Board noted and approved the memorandum, dated 16 March 2016, from the Director of Human Resources, and the revised Special Unpaid Leave for Career Breaks circulated with it.
- BD/15-16/222 Board Business**
- (i) Callover
The Board noted the Board Callover from the meeting of 23 March 2016.
- (ii) Outcomes
The Board noted the Board Outcomes from the meeting of 23 March 2016
- BD/15-16/223 Audit Committee**
The Board noted and approved the draft minutes of the Audit Committee meeting of 11 February 2016.
- The Audit Committee Annual Report to Board 2015/16 to be presented at the Board meeting in April will address continuing concern in relation to FIS system issues.
- It was noted that the interim workflow for processing invoices outside of iProcurement has closed since the Audit Committee meeting of 11 February 2016, apart from three areas of the University not in iProcurement.
- BD/15-16/224 Engagement Advisory Group**
The Board noted and approved the minutes of the Engagement Advisory Group dated 16 November 2015.
- BD/15-16/225 Estates Policy Committee**
The Board noted and approved the draft minutes of the Estates Policy Committee dated 19 February 2016.
- In response to a comment by a Board member, the Chair of the Estates Policy Committee acknowledged concerns regarding the proposed closure of the Hamilton Restaurant. It was noted that the Chief Operating Officer would follow up on this matter with the Estates Policy Committee.

Incorporating any amendments approved at subsequent Board meetings

BD/15-16/226 Finance Committee

- (i) The Board noted and approved the minutes of the Finance Committee meeting of 15 February 2016.

The Treasurer/Chief Financial Officer drew Board's attention to items FN/15-16/93 (Oisín House), FN/15-16/94 (Al-Maktoum Centre for Islamic Studies) and FN/15-16/95 (Trinity Endowment Fund Financial Statements for the year ended 30.09.2015).

- (ii) The Board noted and approved the draft minutes of the Finance Committee meeting of 7 March 2016.

The Treasurer/Chief Financial Officer drew Board's attention to items FN/15-16/103, FN/15-16/104, FN/15-16/105 (policies as approved by the Board under Agenda items A2), FN/15-16/110 (Consolidated Financial Statements for the year ended 30 September 2015) and FN/15-16/117 (Borrowing Framework and Loan Guarantees)

In response to comments by a Board member, the Treasurer/Chief Financial Officer reiterated that the Finance Committee had mandated that TBSI Schools should repay the relevant internal advances to College.

BD/15-16/227 Human Resources Committee

The Board noted and approved the draft minutes of meeting of the Human Resources Committee of 11 February 2016.

The Board noted the circular from the Higher Education Authority re Revised Sick Leave Arrangements for all Staff of Universities and other Third Level Colleges under the remit of the HEA, dated 1 December 2015.

The Board noted the arrangements for Contracts for Professional, Administrative and Support staff for the academic year 2015/16 as outlined in minute HRC/15-16/13.

SECTION C**BD/15-16/228 Board Membership - Students' Union Elections 2016**

The Board noted that the following had been elected, and would serve as members of the Board of the College for the academic year 2016-2017:

President:	Mr Kieran McNulty
Welfare and Equality Officer:	Ms Aoibhinn Ní Lochlainn
Education Officer:	Mr Dale Whelehan

BD/15-16/229 Higher Degrees

The Board noted Higher Degrees, circulated, approved by the sub-committee of Board and Council on 9 March 2016.

BD/15-16/230 Civic Engagement Annual Report 2014-15

The Board noted the Report from Civic Engagement Officer, circulated, dated 10 November 2015.

BD/15-16/231 Committees - Secretarial and Executive Staff Review Committee Membership

The Board noted and approved a memorandum from the Secretary to the Secretarial and Executive Staff Review Committee, circulated, dated 14 March 2016.

Incorporating any amendments approved at subsequent Board meetings

BD/15-16/232 Prizes and Other Awards

(i) **Law Quatercentenary Fund**

The Board noted and approved a memorandum from the Student Support Officer, Ms Helen Richardson, circulated, dated 7 March 2016.

(ii) **Downes Exhibition**

The Board noted and approved a memorandum from the Student Support Officer, Ms Helen Richardson, circulated, dated 7 March 2016.

BD/15-16/233 Related Entity Financial Reporting for Ghala Limited

The Board noted and approved a memorandum from the Treasurer/Chief Financial Officer, circulated, dated 14 March 2016.

BD/15-16/234 Borrowing Framework and Loan Guarantees

The Board noted and approved a memorandum from Mr Paul Coote, Project Appraisal Manager, circulated, dated 16 March 2016.

SECTION D

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

Signed:

Date: