



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting of 25 May 2016

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

SECTION A

BD/15-16/273	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. The Provost, on behalf of Board, congratulated Senator Lynn Ruane and the other Senators in the University of Dublin constituency on their election to Seanad Éireann. The Provost acknowledged Dr Sean Barrett's contribution as Senator over the past 5 years.
BD/15-16/274	Minutes - Meeting of 27 April 2016 The Minutes of the Board meeting of 27 April 2016 were approved, subject to the following amendment: BD/15-16/246 Implementation Plan for Accommodation and Catering Services [BD/15-16/170 (BD/14-15/128)] – Catering Updates In response to a comment from a Board member, the Bursar confirmed that the design for the postgraduate and researcher areas in Stack B will incorporate breakout spaces. The Bursar also confirmed that students have access to the TBSI common areas, and that negotiations with the Executive & Technical Director of TBSI and Mr Neilan on expanding such provisions are ongoing.
BD/15-16/275	Matters Arising from the Minutes BD/15-16/241 Audit Committee Annual Report to Board 2015/16 In response to a comment by a Board member, the Provost informed the Board that the costs of externally contracted services, as referenced in the Audit Committee Annual Report to Board 2015/16, represented the spend over a number of years and included essential external expertise on large projects such as FIS, GeneSIS and START.

The Provost informed Board members that a report on the costs has been prepared for him by

the College Secretary and the Finance Operations Manager, and that the spending on individual projects is within the amounts approved by Board and Executive Officer Group.

BD/15-16/276

Provost's Report

The Provost provided an update to Board on the following:

(i) The proposed review of the Department of Education and Skills 3-year strategy. The Provost informed the Board that many organisations, including higher education institutions, have been invited to provide input into the recently announced review of the three-year strategy for the Department of Education and Skills. The Irish Universities Association (IUA) is preparing a sectoral submission, and a number of universities plan to make individual submissions. Mr Tom Molloy, Director of Public Affairs and Communications, will coordinate Trinity's separate submission to the consultation process. Mr Molloy will be consulting widely among the College Community for their contributions, and will also ask University experts to provide comment on educational issues beyond the third level sector.

(ii) The Annual Strategic Dialogue with the Higher Education Authority (HEA); The Provost informed the Board that the Annual Strategic Dialogue with the HEA has proved to be a useful exercise to engage with high-level sectoral issues and that Trinity will soon be making its submission to the dialogue.

(iii) Implications of the report of the Chairperson of the Expert Group on Fixed-term and Part-time Employment in Lecturing in Third Level in Ireland (Cush Report).

The Provost provided the Board with a high-level summary of the findings of the report, highlighting the following recommendations in particular:

- Reducing the qualifying period for contracts of indefinite duration from 3 year to 2 years;
- Redeployment of staff across the sector;
- Any additional hours to be offered to part-time staff.

The Provost informed the Board that the report was finalised without input from the universities. The recommendations may impact on the autonomous nature of the University and its ability to recruit the best person for academic roles. The Provost informed the Board that the University's disquiet will be registered through the IUA submission.

The Provost informed the Board that although several of the recommendations seem to fall outside the Terms of Reference for the Expert Group and have been rejected by the higher education sector, these might nevertheless be accepted by the Minister.

(iv) The Fundraising Campaign for Trinity and the Provost's Council.

The Provost informed the Board that the Campaign Cabinet have already had presentations for several projects across the College to form part of the Fundraising Campaign. The next stage of the Campaign would be to match the selected projects to potential donors. The Provost will convene the Provost's Council for the first time in September 2016, and invite up to 50 friends of Trinity to join to support the Campaign.

The Provost informed the Board that this venture should be a focus for enthusiasm and energy among the College Community and College Officers, and that it represented an exciting time for the University.

(v) Dublin Midlands Hospital Group (DMHG) and Trinity Health Ireland (THI).

At the invitation of the Provost, the Secretary to the College provided the Board with an update on THI, highlighting that the DMHG has been slow to be established, especially on the governance side, where its Board members had not been appointed by the Government.

To explore the options for progress, the Provost and other Trinity representatives met with the Chairs and CEOs of the three independent hospitals in THI and DMHG (St. James's, the Coombe

and Tallaght). It was agreed to continue using THI, in the absence of further legislation, as a pre-existing platform to drive collaborative issues between Trinity and those hospitals while acknowledging that the Board of Management of each hospital would continue functioning as previously.

The Provost informed the Board that the University is fully committed to the DMHG but that, until it is fully functional, THI will be used to ensure that progress to date is maintained.

(vi) Provost's recent Global Relations visit to Brazil and related student recruitment.

The Provost updated the Board on his successful visit to Brazil, where he met with a variety of stakeholders including universities, funding agencies, Trinity alumni and potential donors. The Provost informed the Board that he is hopeful that the very successful Science Without Borders programme, which resulted in many Brazilian students coming to Trinity, will continue, although the remit of the programme may change to focus on post-graduate qualifications.

(vii) The launch of the International Foundation Programme with Marino Institute of Education.

The Provost invited the Vice-President for Global Relations to provide an update to the Board on the International Foundation Programme with Marino Institute of Education, which was officially launched on 17 May 2016.

The Vice-President for Global Relations informed the Board that the programme was developed by academic staff members from both Trinity and Marino Institute of Education, and will be delivered at Marino where the students will live. The programme is aimed at non-EU undergraduate students who would not be eligible to enter Trinity directly, and offers courses in science and business and social science. There are already confirmed a number of enrolments for September 2016. The programme will start with a small cohort and will be monitored and amended as necessary.

(viii) Trinity Education Project.

The Provost informed the Board that the Trinity Education Project (TEP) was proceeding well under the leadership of the Vice-Provost/Chief Academic Officer. The Provost informed the Board that he met with some Course Committees, to discuss how elements of the TEP, such as the proposed Graduate Attributes and restructuring the curriculum, would impact on these courses. The Provost informed the Board that there would be a special meeting of Council on 29 June 2016 to approve the changes to the curriculum architecture and the academic year structure.

(ix) Capital Projects and Policy.

In response to an invitation from the Provost, the Bursar/Director of Strategic Innovation provided the following status updates to the Board on the work plan for the various capital projects around campus.

- Trinity Business School (TBS): enabling works have begun and Luce Hall is being demolished. A main contractor has been selected, and will be presented to the Board for approval in June 2016.
- E3: planning for E3 is ongoing. Phase 1 of the E3 project is focussed on providing new teaching spaces to replace those lost when the Simon Perry Building, which fell under the footprint of the TBS project, would be demolished. Consultation with Turnberry Consultants on the feasibility of the old Biochemistry Building site will feed into the business case for Phase 1.
- Trinity Visitor Experience (TVE): planning permission to improve the Front Gate and Nassau Street entrances, and for the refurbishment of Regent's House, will be sought. Proposals for enhancing the Book of Kells and Treasures exhibition space, including changes to the Berkley Podium entrance and an enlarged shop and cloakroom area, will be presented to the Board in September 2016. The TVE project is monitored by the Estates Policy and Library and Information Policy Committees.

- Campus Medium Voltage project: remedial works to the existing power supply are needed to boost the power capacity across campus, especially as new buildings such as the Trinity Business School and Oisín House developments come on line. To minimise disruption as much as possible, extensive stakeholder engagement has commenced. The route across campus will consider the needs of campus users. The proposal will be presented to Board in September 2016.
- Stack B: the rental agreement for Stack B has been completed, and the space will be ready to meet user requirements in time for the new academic year in September, in particular those of Electronic Engineering who were most affected by the relocation due to the Oisín House project.
- Oisín House: planning submission was considered by Dublin City Council (DCC) and an objection was raised by An Taisce. As a result, the submission is being considered by An Bord Pleanála with minor changes. The Bursar/Director of Strategic Innovation assured the Board that these changes will have no significant impact on the Business Case or the project timeline.
- Estates Strategy: the Bursar/Director of Strategic Innovation will present the Estates Strategy at the Board meeting of 22 June 2016.

(x) Trinity Finances.

The Provost informed the Board that the Finance Committee received an update on the Consolidated Financial Estimates at the Finance Committee meeting of 4 May 2016 (FN/15-16/132). The Provost asked The Treasurer/Chief Financial Officer to update the Board on this item.

The Treasurer/Chief Financial Officer informed the Board that, despite a strong balance sheet and net assets of around €900m, returning to financial surplus is a challenge when provision for infrastructure is taken into account.

Previously, under HEA Funding Statements reporting, there was no provision for asset renewal or depreciation, but this was managed by receipt of HEA Capital Grants, backlog maintenance and using the recurrent budget from time to time. In more recent years, primary reporting has been made on a GAAP basis which recognises the annual cost of assets renewal, and is therefore a better measure of the University's financial position and a basis for financial sustainability. The Treasurer/Chief Financial Officer reported at the Board meeting of 23 March 2016 (BD/15-16/201 Consolidated Financial Statements for the year ended 20 September 2015) that the University reported a GAAP financial deficit of €24m for 2014-15, which included a €16m net depreciation charge for infrastructure.

The Finance Committee reviewed the financial forecast update for 2015-16 at the May meeting of the Finance Committee. The Treasurer/Chief Financial Officer informed the Board that, while the Finance Committee acknowledges that various strategies have been deployed to diversify and grow revenue and actions to manage the cost base are ongoing, the Finance Committee commented that these initiatives are not sufficiently effective to return the financial position to a surplus within the Strategic Plan timeline.

The Treasurer/Chief Financial Officer informed the Board that significant reductions in state funding and bank interest have had an impact on overall resources, and that the proportion of resources allocated to pay remains above the Irish and UK sectoral average. This impact can be seen by the Board in the previously reported challenges to the 2016-17 ABC process and meeting the Board mandate of a planned balanced budget (BD/15-16/173 Planning Group Report no. 14). The Finance Committee is of the view that the University is not currently on a path to financial sustainability within a reasonable timeframe.

The Treasurer/Chief Financial Officer informed the Board that, while some other Irish Universities are in a similar position, others have maximised non-exchequer revenue streams and are reporting a surplus.

At the annual HEA Budget and Accountability meeting, the Treasurer/Chief Financial Officer highlighted that the University's expenditure will exceed its income for 2015-16. The GAAP deficit in September 2016 is expected to be around €33m, which includes a one off asset write off of €10m for Luce Hall and Oisín House, €16m net asset depreciation and €7m for strategic and operational reasons. It was noted that the assets being written off will be replaced by the more productive assets, the Trinity Business School and new student residences, in due course. The Treasurer/Chief Financial Officer informed the Board that the University will be asked by the HEA to issue a Section 37 letter, indicating that expenditure will exceed income in 2015-16, and will be asked to provide a viable financial plan to return to balance within a reasonable timeframe.

The Treasurer/Chief Financial Officer informed the Board that closing the deficit should be met by continuing to manage the cost base and to grow revenue significantly. The Treasurer/Chief Financial Officer informed the Board that generating an additional €30m per annum, through a combination of increasing revenue and decreasing costs, would deliver a sustainable surplus and allow College to address some of the recommendations of the Turnberry Report (BD/15-16/206 Strategic Estates Review).

The Treasurer/Chief Financial Officer informed the Board that the Finance Committee will receive a more detailed update on the Consolidated Financial Estimates at the June meeting of the Finance Committee and the Board will then be updated further in due course.

Board members acknowledged the impact of the budget challenges across the University, commented that energy and focus are required to ensure the deficit is met and asked how Board can contribute to this goal. A Board member commented that the University sometimes seems slow to embrace new revenue generating initiatives compared to other institutions.

In response to comments from Board members, the Provost confirmed that maximising current strategies including non-EU recruitment, campuses abroad, joint degrees, online courses, philanthropy and commercial initiatives are all vital components of diversifying the University's revenue stream.

A Board member commented that the University may benefit from a review of governance and decision making. This would determine if there are underlying issues behind the sometimes slower approach to implementing new initiatives, when compared to other organisations. A Board member highlighted, as an example, that the NewCo proposal, despite generating non-Exchequer revenue, was delayed before Board a number of times before being approved. In light of the hesitancy, a Board member queried what other new initiatives have not been embraced by the University. A Board member commented that a cultural change was needed across the College Community, where business contacts are shared, staff cease participating in non-Trinity courses and all senior personnel have a responsibility to generate independent revenue streams.

In response to a comment from a Board member, the Bursar/Director of Strategic Innovation confirmed that Regent House activities will not be affected during the refurbishment. The relevant areas will relocate for the summer period while the refurbishment takes place. The refurbishment is due to be completed by the start of the new academic year, allowing these activities to return.

In response to a comment from a Board member, the Vice-President for Global Relations confirmed that students on the International Foundation Programme would be additional to the current Foundation students. The Vice-President for Global Relations informed the Board that the success of the Trinity Access Programme was a valuable source of core material for the new programme, and hoped there would be opportunities to bring the two cohorts together for some complementary aspects of the courses.

In response to a comment from a Board member, the Provost confirmed that a robust response to the Cush Report will be made.

In line with a recommendation by a Board member, the Provost will ensure a robust response to the findings of the Cush Report. The IUA sectoral response will be reinforced by an individual response by Trinity.

A Board member welcomed the proposed three-year strategy of the Department of Education and Skills as this may help Schools with their strategic budgeting plans. The Treasurer/Chief Financial Officer responded that the Department currently does not guarantee core funding other than on a year-to-year basis.

In response to a comment from a Board member, the Provost confirmed that other Schools, in addition to the School of Medicine, would have input into the THI initiative.

BD/15-16/277

Nomination of Vice-Provost/Chief Academic Officer

The Provost advised Board that, following from the procedure established in 2008, he had invited his nominee for the position of Vice-Provost/Chief Academic Officer, Professor Christopher Morash, to attend the Board meeting to give a brief presentation of his vision for the role and to give Board members the opportunity to discuss some of these issues with him.

Professor Morash joined the meeting at this point.

Professor Morash informed the Board that he is conscious of the honour to be nominated for the role of Vice-Provost/Chief Academic Officer, and acknowledged the impressive manner in which the current Vice-Provost/Chief Academic Officer, Professor Hogan, had fulfilled the duties of the role.

Professor Morash thanked the Board for the opportunity to highlight some of the principles that would guide him in fulfilling this role if so appointed.

Referring to his Statement of Intent, as circulated, Professor Morash highlighted the distinction between intrinsic and instrumental values of a university, and that articulating the intrinsic value can prove difficult for institutes of higher education.

Professor Morash informed the Board that he sees three interconnected elements to the role of Vice-Provost/Chief Academic Officer:

1. Universities should not be afraid to state the intrinsic value of research across all disciplines. While research can and should contribute to economic growth and social well-being, it also has a value in its own right.
2. Professor Morash informed the Board that he considers teaching a privilege, and with 26 years' experience of working in a university environment he has always insisted on teaching at least one first year class. To fulfil the role of Chief Academic Officer, Professor Morash informed the Board that he intends to maintain that connection to new students. Professor Morash stated that the opportunities afforded by the Trinity Education Programme are very exciting, and one of the main attractions of the role for him.
3. Professor Morash said that he considers the major challenge of the role to be fulfilling the complete role while keeping the core values of research and teaching in close sight.

The following comments from Board members were noted:

- The Students' Union welcomed the nomination of Professor Morash as Vice-Provost/Chief Academic Officer, and will remind him of his vision throughout the tenure of his appointment;
- The concept of collegiality, running through his Statement of Interest, is welcome;

- The role of Vice-Provost/Chief Academic Officer is instrumental in gender equality, and the Trinity Centre for Gender Equality and Leadership, as a direct report, will support his efforts in this regard;
- Energising and motivating staff for the benefit of the University community and of society generally was hugely important and may prove challenging in light of the budgetary and other pressures.

Professor Morash responded that he would be happy to take all the views expressed into account during his term of office, if appointed.

Several Board members joined the Provost in congratulating the current Vice-Provost/Chief Academic Officer, Professor Hogan, for doing a superb job in very difficult circumstances.

The Provost thanked Professor Morash for sharing his vision with the Board, and agreed that the values he highlighted were the right ones for Trinity. The Provost stated that a constrained financial situation and academic priorities can conflict with values from time-to-time, so it is important to keep them firmly in mind.

The Provost informed the Board that Professor Morash will be formally nominated for the role of Vice-Provost/Chief Academic Officer, along with the other Annual Officers, at the Board meeting of 15 June 2016.

Professor Morash withdrew from the meeting at this point.

BD/15-16/278

GeneSIS G1

The Provost welcomed Mr John Murphy, Director of IT Services, and Mr Marcel McCann, Independent Project Monitor, who joined the meeting for this item.

The Provost reminded the Board that Mr Murphy took over as project sponsor for the GeneSIS (G1) project in late 2013. The Provost invited Mr Murphy to present the GeneSIS (G1) – Project Close Out Report, as circulated, to the Board members for approval.

Mr Murphy informed the Board that the six strands of the G1 project are now complete, and that the final project cost has been verified by the Financial Services Division and the G1 Project Board. Mr Murphy stated that 55 personnel in Apollo House worked on the G1 project over its lifetime. Mr Murphy confirmed that the cleansing and transfer of data into one system (SITS), a major deliverable for the project, is now complete, enhancing the quality of the data reporting functionality.

Mr Murphy acknowledged that there had been some dissatisfaction expressed on the project outcomes, but these will be addressed through the SITS User Group and the Academic Registry Enhancement Programme.

The Academic Registry Enhancement Programme, completed in December 2015, was a major change programme that ran in parallel with the G1 project. Some of the system enhancements resulting from that project also led to improvements in functionality.

Chaired by Professor Frank Bannister, the ongoing SITS User Group has identified a list of further improvements that will help improve functionality and make the system more intuitive. Two of these identified projects will be completed in December 2016 bringing significant improvements in the area of admissions.

The following were noted in response to comments from Board members:

- The original cost of the GeneSIS programme was €10.8m. The Executive Officers Group (EOG) approved a further allocation of €1.2m to complete the G1 deliverables, bringing

the total cost to €12m. The cost of the Academic Registry Enhancement Programme and any costs arising from the work of the SITS User Group would be additional to this;

- The interface is customisable, but is dependent on the external supplier (Tribal) and funding. The success of any customisation should be confirmed with other Tribal users before committing to a project;
- The SITS User Group will address some of the “user-friendliness” issues of the interface;
- The division of tasks between administrative and academic staff is a matter for each School individually;
- Feedback on the functionality/interface, and suggestions for improvements, can be channelled through the SITS User Group;
- Training will be provided and will be tailored to the user type (administrative/academic etc.).

The Provost thanked Mr Murphy for taking on the difficult role of project sponsor mid-way through the project.

Noting the work of the SITS User group and the Academic Registry Enhancement Project, the Board approved the GeneSIS G1 – Project Close Out Report and the closure of the G1 project.

Mr Murphy withdrew from the meeting at this point.

Mr McCann highlighted the following points from his Observations Report Project GeneSIS, dated 8 February 2016, as circulated:

- The scope of the project has largely been delivered. Minor components yet to be scheduled are clearly defined in the GeneSIS G1 – Project Close Out Report;
- The project has been delivered on budget;
- Negative comments on the project could largely be due to the nature of an ‘out-of-box’ solution;
- The data cleansing and transfer will greatly enhance the quality of data and the reporting functionality;
- The management of the external supplier will be key to the ongoing success of the project;
- A full review of the G1 project, including governance, is recommended before a decision on G2 is taken.

In response to comments from a Board member, Mr McCann stated that, with a comprehensive benefit analysis and extensive user engagement, additional user needs could be addressed through an upgrade or the G2 project.

Mr McCann acknowledged the work of the Academic Registry and IT Services to deliver the data cleansing aspects of the G1 project. The benefits for users, including enhanced reporting functionality, will be realised in the near future.

Mr McCann informed the Board that, with the limited resources available to the external company, it may be prudent to give them a sensible lead time on projects so they have time to put the necessary resources in place.

Mr McCann informed the Board that he recommended the close out of the G1 project and, while praising the project as a great leap forward, acknowledged that there is additional work to be done.

Mr McCann withdrew from the meeting at this point.

The Board noted the Project GeneSIS Observations Report, dated 8 February 2016, as presented by the Independent Project Monitor, Mr Marcel McCann, on the basis that

Recommendation 4 of the Report be emphasised i.e. “before approving Genesis G2, it would be prudent to undertake an external review of lessons learned from this phase”.

The Chief Operating Officer is to liaise with the Chair of the SITS User Group and provide a verbal update to Board in September 2016 on the progress of the SITS User Group on the 10 issues prioritised following consultation with stakeholders.

BD/15-16/279 Junior Academic Staff Progressions for 2016

The Vice-Provost/Chief Academic Officer invited the Board's attention to the memorandum, dated 18 May 2016, which had been circulated. The proposals were approved by Council at the meeting of 11 May 2016.

The Vice-Provost/Chief Academic Officer informed the Board that in recent years the University has recruited a large cohort of high performing Junior Academics, who have made a significant contribution to Trinity during very challenging economic circumstances. Due to a series of separate decisions, including extremely constrained entry points, the salary decrease as a result of the wider public service emergency measures and the merging of pay scales, College is now new seeking to address the disparity which has arisen by broadening the eligibility criteria for both the Junior and Senior Academic progression and promotion.

The Vice-Provost/Chief Academic Officer informed the Board that, applicable from 2016-17, these changes will:

- Permit all Assistant Professors with more than two years' service to apply for promotion to Associate Professor regardless of their point on the scale and irrespective of whether they have passed the merit bar;
- Permit all Assistant Professors with more than two years' service to apply for accelerated advancement along the Assistant Professor scale at any point on the scale and irrespective of whether they have passed the merit bar.

This proposal will remove artificial barriers and allow staff to apply for promotion/progression when they believe they are ready.

The Vice-Provost/Chief Academic Officer informed the Board that, subject to this proposal being accepted, the University would intend to issue a special call this academic year to address the impact of the imposed changes. The Vice-Provost/Chief Academic Officer informed the Board that approximately 250 Assistant Professors, currently not at the top of the scale and with more than two years' service, would be eligible to apply.

In response to a comment from a Board member, the Vice-Provost/Chief Academic Officer will reconsider the proposal to include the retention of the merit bar step for all relevant staff, which is seen as an important milestone in the career of Junior Academic staff members.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer confirmed that eligible staff members who have already applied for and received accelerated advancement would be eligible to apply again. The proposed changes to the policies simply widens the pool of staff eligible to apply.

The Vice-Provost/Chief Academic Officer reiterated to the Board members that this issue was only brought to light following the 2015-16 round of Junior Academic progressions in mid-April, and will be moot if not actioned with the next few weeks, to allow a special call this academic year.

The Provost reiterated to Board the importance of retaining high performing academic staff at Assistant Professor level.

In response to a comment from a Board member, the Vice-Provost/Chief Academic Officer informed the Board that the Junior Promotions Committee explicitly considers all aspects of academic life, including teaching and administration in addition to research, when candidates present for promotion/progression. The Vice-Provost/Chief Academic Officer confirmed that this proposal is separate to the Tenure Track proposal.

A Board member commented that the emergency economic measures were applied to administrative and support staff to the same extent as academic staff members. In response to a comment from a Board member, the Chief Operating Officer will ask the Director of HR to provide the Board with a report on progression/promotion pathways for administrative staff.

The Board approved the memorandum, dated 18 May 2016, on Junior Academic Staff Progressions for 2016, with the caveat that the Vice-Provost/Chief Academic Officer is to present a revised memorandum, which addresses the retention of the merit bar step, and an update on preparatory work to the next Board meeting.

BD/15-16/280 Proposed Acquisition of 37 Fenian Street

The Bursar/Director of Strategic Innovation drew the Board's attention to her memorandum, dated 17 May 2016, as circulated.

The Bursar/Director of Strategic Innovation, drawing the Board's attention to the map included in the memorandum, informed the Board that the strategic importance of this building is that it adjoins 36 Fenian Street and Dunlop Oriel House, both already in Trinity ownership, and would provide a consolidated block of buildings that could facilitate future redevelopment.

Currently the property is fully occupied by residential and commercial tenants, which would continue in the near term. Although the offer accepted by the vendor is below the Board-approval threshold, the Bursar/Director of Strategic Innovation presented the proposal to ensure the Board have full visibility.

The Bursar/Director of Strategic Innovation extended her thanks to Mr Paul Mangan, Director Of Estates & Facilities, for his work on this acquisition.

The Board noted and approved the Memorandum, dated 17 May 2016, from the Bursar/Director of Strategic Innovation, and the proposed acquisition of 37 Fenian Street.

BD/15-16/281 University Council

The Board noted and approved the draft Acta of the meeting of 11 May 2016.

BD/15-16/282 Any Other Urgent Business

A Board member noted that the issue of eligibility of part-time academics for Fellowship would be considered by the Statutes Working Group and the Executive Officers Group as soon as possible.

SECTION A2

BD/15-16/283 Treasury Management Policy Revision

The Board noted and approved the memorandum, dated 17 May 2016, from Mr Paul Coote, Project Appraisal Manager, and the accompanying Treasury Management Policy Revision.

BD/15-16/284 Dignity and Respect Policy

The Board noted and approved the memorandum, dated 17 May 2016, from Professor Catherine McCabe, Chair of the Equality Committee, and the accompanying revised Dignity and Respect Policy.

In response to a query from a Board member, the Secretary to the College confirmed that the Student Complaints Policy will only cover complaints not covered by other policies.

BD/15-16/285 Probation Review Policy for Professional, Research, Administrative, Library, Technical and Support Staff of Trinity College Dublin

The Board noted and approved the document, dated March 2016, from Ms Louise Power, Manager, Performance and Review, and the accompanying Probation Review Policy for Professional, Research, Administrative, Library, Technical and Support Staff of Trinity College Dublin.

BD/15-16/286 Carer's Leave Policy

The Board noted and approved the document, dated March 2016, from Ms Paula Kennedy Hogan, HR Services Manager, and the accompanying Carer's Leave Policy.

BD/15-16/287 Parental Leave Policy

The Board noted and approved the document, dated March 2016, from Ms Paula Kennedy Hogan, HR Services Manager, and the accompanying Parental Leave Policy.

BD/15-16/288 Force Majeure Leave Policy

The Board noted and approved the document, dated March 2016, from Ms Paula Kennedy Hogan, HR Services Manager, and the accompanying Force Majeure Leave Policy.

SECTION B

BD/15-16/289 Board Business

(i) Callover

The Board noted the Board Callover from the meeting of 27 April 2016.

(ii) Outcomes

The Board noted the Board Outcomes from the meeting of 27 April 2016.

The Vice-Provost/Chief Academic Officer provided an update and memorandum, dated 18 May 2016, on progress of item BD/15-16/095 Promotions and Progressions for Academic Year 2016-17. The Vice-Provost/Chief Academic Officer informed the Board that Professor Jeremy Sanders, former Pro-Vice-Chancellor for Institutional Affairs at the University of Cambridge, has agreed to conduct an independent review of the Senior Academic Promotions policy and procedure and to recommend enhancements, where appropriate. Professor Saunders has already begun this review, and intends to consult widely with the university community. The Vice-Provost/Chief Academic Officer expects to report on the outcome of the review at the Board meeting of 21 September 2016.

In response to a comment from a Board member, the Vice-Provost/Chief Academic Officer confirmed that Professor Saunders will look at all aspects of the Senior Academic Promotions policy and procedure, including quotas, as he sees fit. The Vice-Provost/Chief Academic Officer confirmed to the Board that as a senior external reviewer, Professor Saunders will give an additional level of independence to the process.

BD/15-16/290 Finance Committee

The Board noted and approved the draft minutes of the Finance Committee meeting of 4 May 2016.

The Treasurer/Chief Financial Officer drew the Board's attention to minute FN/15-16/122 Treasury Management Policy Revision and minute FN/15-16/124 Thapar Agreement. The Treasurer/Chief Financial Officer informed the Board that the Thapar Agreement was approved by the Finance Committee, subject to the completion of the relevant actions.

The Treasurer/Chief Financial Officer drew the Board's attention to minute FN/15-16/125, and requested Board's approval for amendments to 2016-17 Residential Charges. Board approved the proposed amendments to 2016-17 Residential Charges.

The Treasurer/Chief Financial Officer informed the Board that the business case for the Trinity Visitor Experience (TVE) Programme (FN/15-16/126) is to return to Finance Committee before the end of 2016. The business case, once approved, is to be reviewed regularly and an adequate contingency put in place to offset any cost increases.

The Treasurer/Chief Financial Officer noted the persuasive case made by the Fossil Free TCD (student group) for Fossil Fuel Divestment (FN/15-16/129). The Treasurer/Chief Financial Officer informed the Board that the Investment Committee is to consider the application of Environmental, Social and Governance principles to the Endowment Fund and the options available to divest fully from specific categories of investments, including fossil fuels.

The Treasurer/Chief Financial Officer drew the Board's attention to FN/15-16/131 Proposed Acquisition – 37 Fenian Street and FN/15-16/132 2015-16 Consolidated Financial Estimates – Update Forecasts, as discussed earlier in the meeting.

The Treasurer/Chief Financial Officer drew the Board's attention to FN/15-16/136 Analysis of Reserve Balances as at 30 September 2015.

A Board member commented that several smaller changes to student levies and fees can have a significant cumulative impact.

In responses to comments from Board members, the Treasurer/Chief Financial Officer informed the Board that any decision to divest will consider both direct and other holdings.

BD/15-16/291**Coiste na Gaeilge**

The Board noted and approved the draft minutes of Coiste na Gaeilge meeting of 8 April 2016.

Professor Liam Dowling, Chair of Coiste na Gaeilge, informed the Board that Trinity College was nominated as a finalist in the Irish Language Business Awards in the Marketing Awards of the Marketing Institute, based on three projects which took place in 2015. Professor Dowling congratulated all those involved in organising the events, especially Aonghus Dwane, the Irish Language Officer, and Aoife Crawford, who was acting Irish Language Officer during some of this period.

Professor Dowling informed the Board that the Irish Language Office organised several special events to commemorate the 1916 Rising and the role which the Irish language had in the vision of the leaders.

BD/15-16/292**Engagement Advisory Group**

The Board noted and approved the draft minutes of the Engagement Advisory Group meeting of 19 February 2016.

The Registrar invited the Board's attention to particular minutes of relevance to Board members, highlighting that work to develop an Engagement Award is ongoing, the redesign of the RSS feed is currently being considered and that Service Level Agreement negotiations with IT Services for the National Student Volunteer Database is nearly complete.

BD/15-16/293**Human Resources Committee**

The Board noted and approved the draft minutes of the Human Resources Committee meeting of 21 April 2016.

SECTION C

- BD/15-16/294 Progress Report for the Day Nursery**
The Board noted a memorandum from the Chief Operating Officer dated 18 May 2016.
- In the future, the draft minutes the Quality Committee will be presented to Board as a Section B item, to allow better oversight of Quality in general and in non-academic areas in particular.
- BD/15-16/295 Higher Degrees**
The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 11 May 2016.
- BD/15-16/296 Heads of School**
Professor Sylvia Draper made a Statement of Interest, and left the room for this item.
- The Board noted and approved the following nominations to Headships of Schools:
- (i) **Mathematics (2016-2019)**
Professor John Stalker with effect from 1 July 2016.
 - (ii) **Engineering (2016-2019)**
Professor Henry Rice with effect from 1 July 2016.
 - (iii) **Chemistry (2016-2019)**
Professor Sylvia Draper with effect from 1 July 2016.
- BD/15-16/297 Prizes and Other Awards**
- (i) **Student Prizes and Awards in the School of Medicine**
The Board noted and approved the memorandum from the Head of School of Medicine, circulated, dated 17 May 2016.
 - (ii) **Rory McDonagh Prize**
The Board noted and approved the memorandum from the Dean of the Trinity Business School, Professor Andrew Burke, circulated, dated 11 May 2016.
 - (iii) **Microbiology Society Prize**
to note and approve memorandum from the Head of School of Genetics and Microbiology, circulated, dated 18 May 2016.
- BD/15-16/298 Loan Request of Oscar Wilde Material to Petit Palais, Paris**
The Board noted and approved the memorandum from the Librarian and College Archivist, circulated, dated 16 May 2016.
- The wording of the final paragraph will be reviewed by the Librarian and College Archivist.
- BD/15-16/299 Memorandum of Understanding with Armagh Public Library**
The Board noted and approved the memorandum from the Librarian and College Archivist, circulated, dated 16 May 2016.

SECTION D

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

Signed:

Date: