



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting of 22 June 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/Chief Financial Officer (Mr I Mathews).
<i>(by invitation)</i>	Chief Operating Officer (Ms G Ruane), Vice-President for Global Relations (Professor J Hussey).

The incoming student representatives Mr Kieran McNulty and Mr Shane Collins were in attendance as observers for the duration of the meeting.

SECTION A

BD/15-16/329	Statement of Interest The Chief Operating Officer made a statement in relation to a potential conflict of interest in relation to agenda item A.36 (Proposed Changes relating to Provisions concerning MA Degrees in the Calendar). The Secretary to the College advised the Board that he had discussed the matter with the Chief Operating Officer, and recommended that she should leave the meeting for this item. This recommendation was accepted by the Board. Mr Garrahan made a statement in relation to a potential conflict of interest in relation to agenda items A.15 (Visibility of, and Access to, all Library Collections) and A.17 (Library and Information Policy Committee - Stewardship Strategy 2015-20). The Secretary to the College advised the Board that he had discussed the matter with Mr Garrahan and recommended that, as his role in the Library is not directly affected by the submissions, he should remain in the meeting for this item. This recommendation was accepted by the Board.
BD/15-16/330	Minutes - Meeting of 15 June 2016 The Minutes of the Board meeting of 15 June 2016 were approved.
BD/15-16/331	Matters Arising from the Minutes BD/15-16/304 Matters Arising from the Minutes (BD/15-16/279 Junior Academic Staff Progressions for 2016) In response to comments from Board members, the Vice Provost/Chief Academic Officer will amend the Junior Academic Staff Progressions for 2016 proposals to ensure that the retention of the merit bar step is made clearer. BD/15-16/315 Constitution and Legal Agreements to incorporate Trinity's Commercial Subsidiary

The Provost informed the Board that, following from the Board meeting of 15 June 2016, he met with Arthur Cox solicitors, together with the Secretary to the College, the Treasurer/Chief Financial Officer and a member of the Board. The Provost confirmed to the Board that the written advice from Arthur Cox in relation to the tax status of TBCSL is per the verbal advices provided at the Board meeting of 15 June 2016.

Professor O'Farrelly joined the meeting at that point.

BD/15-16/332

Provost's Report

The Vice-Provost/Chief Academic Officer chaired the meeting for this item.

The Provost provided an update to the Board on the progress of the 2015-16 Workplan, under the following headings:

(i) The Trinity Education Project (TEP).

- Under the leadership of the Vice- Provost/Chief Academic Officer, the Trinity Education Project (TEP) has proceeded apace. The University Council is due to note and approve key aspects of the TEP, including graduate attributes, curriculum principles and common programme architecture and the academic year structure, at the meeting of 29 June 2016.
- The proposed graduate attributes, which are designed to be applicable to all Trinity graduates irrespective of their course of study, are:
 - To think independently,
 - To act responsibly,
 - To grow continuously,
 - To communicate effectively.

These proposed attributes are unique to Trinity.

(ii) Identity and Communications.

- The Provost chaired the 6-weekly meetings of Identity Management Group, which made progress on co-branding and brand values during 2015-16. The group works to ensure Trinity branding is subtle, carefully considered, well organised and in line with Board approved policies.
- The University's E-Zine was published on a 6-monthly basis, and Trinity Today (Alumni magazine) was published along with the Provost's Review. Despite increase in traffic to Twitter, Facebook and the website, all social media targets were not met in 2015-16.
- The University hosted a number of successful events under the auspices of the Decade of Commemorations, to commemorate the massive political change in Ireland and the wider world during the 'long decade' of 1912-1923 including the 1916 Rising.
- The newly appointed Minister for Education and Skills, Mr Richard Bruton, has not as yet addressed the recommendations of the Cassells report on Options for Higher Education Funding in Ireland. The report will also be considered by the Oireachtas Committee on Education in the coming months.
- The University's profile was boosted by hosting on-campus talks between Fianna Fáil and Fine Gael on the formation of the new government.
- The Global Brain Health Initiative was extensively covered in the national and international media, enhancing the University's media and public profile.
- The Universities Report by private equity and venture capital-focused research firm, PitchBook, showed that Trinity has produced more entrepreneurs than any other university in Europe over the last five years, producing 114 entrepreneurs and 106 companies, and raised €575.7 million in capital between 2010 and 2015.
- During 2015-16, the Dean of Research led the Ranking Strategy project, with the associated committee being chaired by the Provost.

(iii) Fundraising Campaign for Trinity.

- The Campaign Cabinet met five times throughout the year and has vetted 14 projects, with 4 additional projects due to be presented in September 2016.
- Trinity Development and Alumni (TDA) has undergone strategic structural change in response to the Campaign demands.
- With guidance and upskilling provided by TDA, each project has an academic member of staff as a project champion, to strengthen the case for support.
- Specialist personnel will be recruited into TDA to support the fundraising campaign, and match donors' interests to specific projects.
- The Provost has invited key stakeholders to join the Provost's Council, which will convene for the first time in September 2016.
- The Campaign will launch in September 2017, by which time it is hoped to have already raised a considerable proportion of the fundraising target.

(iv) Projects.

Trinity Business School and Innovation & Entrepreneurial (I&E) Hub:

- Planning permission was obtained and construction on the Trinity Business School has commenced.
- The business plan and governance strategy for the I&E Hub has been approved.

E3 - Engineering, Energy, and Environment Institute:

- A dual strategy for the EastEnd of the main campus and the Trinity Technology & Enterprise Campus (TTEC) is being prepared.
- Engagement with multiple stakeholders is continuing and is being incorporated into the E3 plans.
- An education and research strategy for E3 is being advanced.

Trinity as a Creative Arts Catalyst:

- Trinity Creative Challenge delivered five projects sharing the award fund of €40,000.
- All five winning applicants presented new works in Trinity in April 2016.

Trinity Cancer Institute:

- Hiring of key personnel for the institute has advanced, including a Professorship in Cancer Medicine.
- Discussions with the Organisation of European Cancer Institutes (OECI) have progressed.

Trinity Visitor Experience:

- An architect for the project has been engaged.
- Financing for trailheads and construction projects is in place.

21st Century Administration:

- Pilot projects in 5 distinct workstreams are currently underway, co-ordinated by the Chief Operating Officer.

Estates Strategy:

- A report by the external consultants, Turnberry Consulting, was received and presented to Board at the meeting of 23 March 2016.
- A two year plan, incorporating the recommendation of the Turnberry report, is before Board for approval as Agenda Item A6 at today's meeting.

Oisín House Student residences:

- Planning permission was sought, and an intention to grant was issued by Dublin City Council.
- The decision was appealed, however, to An Bord Pleanála and the earliest a decision can be expected is 25 July 2016.

Online Education project:

- The Online Education project is not meeting its targets.
- Project difficulties are now identified and understood.
- A revised strategy will be proposed in 2016-17, led by the Associate Dean of Online Education.

Research Theme Review:

- The review of the University's Research Themes was successfully completed.

- The review will form the basis for the Research Strategy/Campaign for Trinity in the coming years.
- (v) Management and Leadership.
The Provost chaired Board, Council, Finance Committee, Executive Officers Group and Promotions committees in 2015-16. The Provost led the governance and external relationships of the University, including the education and research mission and overseeing the preparation of the consolidated financial estimates 2015-16.
- (vi) University Finances.
The Provost informed the Board that that the University will be asked by the HEA to issue a letter under Section 37 of the Universities Act, 1997, 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. Accounting for the depreciation of assets in financial statements, in the absence of Government funding for capital projects and maintenance, will increase the University's stated deficit. Non-EU recruitment under the Global Relations Strategy is below the targeted numbers. Student enrolment in online education is not meeting expectations. New budgeting proposals by the Vice-Provost/Chief Academic Officer should re-incentivise Schools and encourage non-EU student growth. The increase in research income and impact should be seen in next year's performance and outcomes.

In response to comments from Board members, the following comments from the Provost were noted:

- The Online Education project has seen some successes, but is not meeting its recruitment targets. A revised Strategy for Online Education will be prepared in the coming year and presented to the Board. The recruitment of additional academic staff members through the Ussher programme will strengthen academic capability in online programme delivery.
- A fossil fuel divestment plan for the University will be considered over the summer months, with an update to Board during Autumn term 2016.
- A dedicated team, under the leadership of the Dean of Research, are continuing to work on data optimisation (including fully accounting for industry funding, citations etc.) with the aim of gaining full recognition in the University's international ranking.
- A review of Head of School's role is continuing.
- The revised budgetary allocation mechanism for incremental income should allow additional flexibility for Heads of School on pay/non-pay allocations.
- Proposals for Campaign for Trinity are assessed on a rolling basis, and worthwhile projects can be added as required.
- The Dean of Research will be bringing updates to the Research Strategy to the Board in 2016-17, and these may be centred on research themes if appropriate.
- The Provost acknowledged that some of the proposals contained in the Trinity Education Project would require a cultural change in College, most particularly around assessment methods and the timing of exams. A special meeting of Council to consider these proposals will be held on 29 June 2016.
- Meeting the targets of the Global Relations Strategy would set the College on a sound financial footing, and bring benefits for students and staff alike.

In response to a comment from a Board member, the Vice-President for Global Relations stated that the Global Relations team is working with relevant College Officers and multiple College units to continuously enhance the student experience, especially in relation to feedback received from non-EU students. The Provost requested that any Board member receiving critiques of the student experience from non-EU students should pass these comments to the Vice-President for Global Relations.

Board members noted the Provost's hard work and dedication shown throughout the year, reflected in the achievements outlined in the progress of the 2015-16 Workplan, in spite of the difficult financial environment.

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The Vice-Provost/Chief Academic Officer returned the Chair to the Provost.

BD/15-16/333 Audit Committee Annual Report 2015/16 – Response to Board

The Provost informed the Board that the Executive Officers Group response to issues identified in the Audit Committee Annual Report 2015/16 was coordinated by the Treasurer/Chief Financial Officer, and invited him to introduce the item.

The Treasurer/Chief Financial Officer informed the Board that response is presented in two parts:

1. Governance and Capacity (checks and balances, roles and responsibilities, strengthening risk management and internal controls, management information, monitoring and planning)
2. Internal Control and Risk Management and miscellaneous (externally contracted services, Oracle/interim workflow/FIS, Global Relations Strategy 2, Public Interest Disclosure Policy)

Prof. McGilp, the Board representative on the Audit Committee, reminded the Board that the Audit Report was previously noted and approved at the Board meeting of 27 April 2016 (BD/15-16/241 Audit Committee Annual Report to Board 2015/16), and iterated the main areas for consideration:

- The recruitment of a Chief Risk Officer, subject to budget availability, who would function at an Executive Officer level;
- That governance structures should be strengthened and that universal buy-in to processes and procedures should be reinforced across the college;
- The current status of the FIS project, including the positive improvements made in the last year and the remaining challenges in order to close the project.

The Treasurer/Chief Financial Officer confirmed that the FIS project remains open and that a plan is in place to clear outstanding items and allow the project to close.

In response to comments from Board members on governance structures, the Provost stated that the results of the timely and important scoping exercise already agreed by the Board (BD/15-16/241 Audit Committee Annual Report to Board 2015/16), including the roles of CEO and Chair of the Board would be presented to Board in AY2016-17.

In response to a comment from a Board member that Heads of School could be more centrally engaged in the decision making process, the Provost agreed that Heads of School needed to continue to play a key role in the structure of the University.

A Board member commented that any changes to governance structures should respect the current culture, which is unique to Trinity and has many good aspects, as evidenced by the recent Provost's Professional Staff Awards.

The Treasurer/Chief Financial Officer thanked all those who contributed to the Audit Committee Annual Report 2015/16.

The Board noted and approved the memorandum and the attached response, dated 15 June 2016, from the Treasurer/Chief Financial Officer.

BD/15-16/334 Planning Group Report #15

The Vice-Provost/Chief Academic Officer spoke to the Planning Group Report #15 covering the period from mid-February 2016 to mid-June 2016, as circulated.

In this period the report included the following:

- An update on the monitoring of targets in Board-approved business plans of Global Relations, Online Education, Commercial Revenue Unit (CRU), Research Strategies and the benefits of strategic investments in Trinity Research Institutes.

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- The Internationalisation Strategy: The Vice-Provost/Chief Academic Officer informed the Board that, while recruitment in the short term was increasing, a clear step change in activity and recruitment was required for the next three years. The report also considered the pricing of consultancy services and coordination of non-EU recruitment with other College activities.
- The Library Strategy: Planning Group approved the funding level for 2016/17. The Vice-Provost/Chief Academic Officer confirmed that the approved Library Strategy cost would be the first call on any additional CRU income.
- The report includes the management of the difficult financial situation, both in the context of 2015/16 and in relation to the revised financial forecasts for 2016/17 to 2020/21, as the University is striving to maintain research and teaching to the same standard in spite of the ongoing financial challenges by balancing operational and strategic imperatives.
- The C&AG has referred to the financial sustainability of the university based on the increasing recurring deficits over the past 5 years. The HEA indicated at the Annual Budget and Accountability meeting on the 12 May 2016 that they would formally request that a letter under Section 37 of the Universities Act 1997 be issued.
- The report highlights that the deficit is due to a number of factors, including infrastructural costs (depreciation) which are not funded by the HEA, upfront investment in strategic initiatives, income generation is lower than the cost base, budgets assigned based on income leading to the allocation of unrealistic / unmanageable budgets.
- Although the Board-agreed budgetary allocation mechanism returned incremental income to Schools in 2015/16, the allocation for 2016/17 has failed to do so. Planning Group will revisit the mechanism for allocation with a view to i) addressing the recurrent deficit, ii) providing financial stability to Schools and Units, iii) incentivising Schools to engage in new activity and to manage costs, iv) addressing the significant disparities in staff:student ratios.
- The report rated two Budgetary Challenges for 2016/17 as high risk:
 - Maintaining the current allocation model is leading to incentivisation issues, which risks Schools disengaging with key income generating strategies;
 - The projected fee income from 2015/16 to 2016/17 based upon the projected student numbers e.g. Global Relations Strategy, Online and the new Business School targets. If the projected fee income does not materialise then there will be an increase to the overall University deficit.
- The report includes Key Activity Indicators for each School.
- The report shows that recruitment onto Post-Graduate Taught courses are below target.
- The report recommends that a two-week turn-around rule to maximise recruitment at postgraduate and non-EU levels should be introduced.
- The Director of Graduate Studies and the Dean of Research will work on the development of a new strategy for Postgraduate Research Student recruitment, to address the under-recruitment of the last few years and to establish why the University's proportionate share of recruitment is behind that of other Irish institutes.
- The report shows that the Research Diversification Strategy is achieving its aim, with the University showing a decreased reliance on national funding sources such as Science Foundation Ireland grants.
- In light of the continuation of the policy of growth in student numbers being underfunded by the State, Planning Group has recommended that the decision to maintain Trinity's proportionate share of undergraduate EU enrolments should be revisited.
- The success of the Commercial Revenue Unit strategy has resulted in the recruitment of 40 Ussher lectureships.

In response to a comment from a Board member on the dramatic fall-off in post-graduate research numbers, the Vice Provost/Chief Academic Officer stated that postgraduate research recruitment showed a small improvement in 2015-16, and that recruitment may be turning a corner. The Vice Provost/Chief Academic Officer confirmed that a review of post-graduate research recruitment would include Post-Doctoral staff.

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The following comments from Board members were noted:

- Post-Doctoral research is considered training, and therefore these staff do not enjoy the same protections as other staff members.
- The staff:student ratios show that additional resources to support academics are required.
- Other universities are proactively recruiting students but offering incentives such as studentships and reduced fees, and this is something that college should consider.
- The Library Strategy shows College is investing in its infrastructure, and this should lead to additional philanthropic investment.
- Post-Doctoral training is not included in any of the KPIs.
- College should consider the impact on overall student numbers when raising fees, especially post-graduate taught numbers.

Mr Keohane left the meeting at that point.

The Vice Provost/Chief Academic Officer informed the Board that Trinity Teaching and Learning provide training supports for Post-Doctoral and Teaching Assistant staff, which are very informative and these staff should be encouraged to take part.

The Provost stated that not all courses provided by Irish universities have the same underlying costs, as many courses do not include expensive elements such as final year projects and laboratory work.

The Board noted and approved the memorandum and the attached report, dated 20 June 2016, from the Vice Provost/Chief Academic Officer.

The Provost thanked the Vice-Provost/Chief Academic Officer for her work in producing the Planning Group Report #15.

BD/15-16/335

Estates Strategy Implementation Plan

The Bursar and Director of Strategic Innovation referred to the Strategic Review of the Trinity estate conducted by Turnberry Consulting and reported to Board on 23 March 2016 (BD/15-16/206). The urgent need to develop a comprehensive strategy for the estate was noted at that Board meeting. The document before Board outlines an implementation plan to underpin the development of an Estates Strategy.

The Bursar and Director of Strategic Innovation informed the Board the Turnberry report found the University to have a magnificent and unique heritage campus. The implementation plan, as circulated, concentrates on matters that need to be addressed over the next 12-24 months, including:

- Data gathering (accurate space information, space utilisation and the nature of space use, assessment of the quality of the space and its suitability for function etc).
- Forecast of need (School and Institute growth, implications of the Trinity Education Project, non-departmental specific space needs (library needs, residential units etc).
- Financial issues and models.
- Development of a comprehensive Estates Strategy (large-scale and long-term projects, development of policies and guidelines).
- Outreach (communication at a variety of levels including as part of the University's standard communications, with the Government and Dublin City Council).
- Governance and resourcing (including prioritise time of senior officers, re-organise some of the governance areas).
- Reporting structure: The Provost will chair a small Steering Group, the Bursar will be Project Sponsor and the Strategic Estates Advisor will be the Project Manager. The Steering Group will meet every 6-8 weeks and will report regularly to Board on progress.

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The Treasurer/Chief Financial Officer informed the Board that the implementation plan would allow small projects and quick wins in key areas, such as the Arts Block and the Hamilton. It was noted that a small number of student break out spaces in those buildings were currently under development as part of a collaborative project between the Dean of Students and Students' Union.

The Board noted and approved the Implementation Plan, dated 15 June 2016, from the Bursar/Director of Strategic Innovation.

BD/15-16/336 Trinity Business School Update incorporating Value Engineering Options and requesting approval to sign the Main Contractor, Electrical Contractor, Mechanical Contractor contracts
The Provost welcomed Professor Gerard Lacey, Project Sponsor, and Ms Edwina Hegarty, Project Manager, who joined the meeting for this item.

Professor Lacey thanked the project team for their hard work over the last few days, in assessing detailed contracts and proposals within a tight timeframe.

Professor Lacey updated the Board on the value engineering options for the Trinity Business School (TBS), as circulated. Professor Lacey informed the Board that the Commercial Revenue Unit had assessed the impact of any item that would subsequently impinge on the ability to generate revenue.

Professor Lacey informed the Board that if the original contractor is appointed to an agreed budget, and the proposal is then changed, the EU must be informed to ensure the amendments are not materially distorting the competition.

Professor Lacey provided an updated business case to the Board members, as circulated.

In response to a comment from a Board member, Professor Lacey confirmed that the value engineering options would not have implications for planning.

Professor Lacey informed the Board members that the Dean of the Trinity Business School would like to have input into the value engineering options, to ensure that the high standard is maintained. Professor Lacey stated that the Dean's input has been sought, but that the project team could consider options as long as the overall cost remains within the agreed envelope.

The following comments from Board members were noted:

- Tiered seating is preferable in large lecture spaces;
- Although the value engineering options are welcome, the overall design concept and aesthetic should be maintained;
- The design should be sympathetic to the needs to the Trinity Education Programme and the forecast increase in non-EU student numbers.

Professor Lacey asked for Board approval to submit the value engineering items to the preferred contractor, to allow the cost to be confirmed in writing.

The Board noted and approved the document, dated 21 June 2016, from the Dr Gerard Lacey, TBS Project Sponsor.

The Board agreed to the value engineering options as presented, subject to further discussion between the Dean of the Trinity Business School and the Project Sponsor on level 3 items.

Professor Gerard Lacey and Ms Edwina Hegarty left the meeting at this point.

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BD/15-16/337 Establishment of Al Maktoum Centre for Islamic Studies – Final Agreement

The Provost welcomed Professor Darryl Jones, Dean of Arts Humanities and Social Sciences, and Professor Juergen Barkhoff, Head of School of Languages, Literatures and Cultural Studies, who joined the meeting for this item.

Professor Jones reminded the Board that a draft legal agreement to set up a Centre for Islamic Studies, to be based in the Discipline of Near and Middle Eastern Studies, School of Languages, Literatures and Cultural Studies, was agreed at the Board meeting of 27 January 2016 (BD/15-16/136 Establishment of Al Maktoum Centre for Islamic Studies). The Centre is to be funded from a philanthropic donation from the Mohammed bin Rashid Al Maktoum Foundation of the Royal House of Dubai.

Professor Jones drew Board's attention to the following amendments to the previously agreed draft:

- The Centre will now be established directly with the Al Maktoum Foundation, without any role for Dundee College.
- The mission statement has been substantially revised.
- The Financial Services Division has approved the latest ten year income and expenditure financial projections for the centre, included in the circulated documents.

Professor Barkhoff informed the Board that the Centre is expected to have significant positive impact on the Discipline of Near and Middle Eastern Studies, and that the governance changes are welcomed. The Centre will become self-financing after the initial 10-year period and will leave a lasting legacy in the discipline. The Centre will result in an increase in staff and undergraduate student numbers, new post-graduate course offerings, additional post-graduate research recruitment and will contribute significantly to the School's non-EU student recruitment targets. Professor Barkhoff thanked the Treasurer/Chief Financial Officer and Mr Paul Coote, Financial Planning Manager, for their help with the financial aspects of the proposal.

In response to comments from Board members, Professor Barkhoff made the following comments:

- The space requirements for the Centre were still being finalised.
- All new posts in the Centre would be permanent posts, and the introduction of the new Tenure Track proposal was welcome.
- The substantially revised vision statement, as circulated, would ensure that Centre is fully integrated into the academic community and the ethos of the University.

The Board noted and approved the memorandum, dated 16 June 2016, from the Dean of Arts, Humanities and Social Sciences, and the accompanying agreement.

The Board noted and approved the memorandum, dated 21 June 2016, from the Head of the School of Languages, Literatures and Cultural Studies, and the accompanying 10-year income and expenditure financial projections.

Following a comment from the Vice-Provost/Chief Academic Officer, Professors Jones and Barkhoff will reconsider the wording of Article 6.3 on the appointment of Centre Staff.

Professor Jones and Professor Barkhoff left the meeting at this point.

BD/15-16/338 Foundation Scholar 2015/16 – Election to Scholarship

The Board noted and approved the memorandum, dated 15 June 2016, from the Senior Lecturer/Dean of Undergraduate Studies.

Those members present made the statutory declaration.

Ms L. Ruane left the meeting at this point.

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BD/15-16/339 HR Annual Metrics Report

The Provost welcomed Ms Kate Malone, Director of Human Resources, who joined the meeting for this item.

The Provost informed the members that this is the first HR Annual Metrics Report to be presented to the Board, and is a result of the work of the Director and the newly restructured Human Resources department.

Ms Malone drew the Board's attention to the following key elements of the report:

- The report is based on the most complete data available from 2012. The data prior to 2012 cannot be verified to the accuracy level required.
- The data in the report can be used to build a picture to inform strategic decisions and plans.
- Senior management, as referenced in the report, includes the Vice-Provost/Chief Academic Officer, Chief Operating Officer, the Treasurer/Chief Financial Officer and the Senior Administrative Managers. Senior management remains modest in terms of the size of the University.
- There has been an increase in senior administrative staff in the research centres and in core Divisions (as a result of the START process).
- Staffing numbers have grown slowly but steadily since 2012, particularly in research areas.
- Academic and Research staff numbers outweighed Administrative and Support staff numbers in 2015-16 even though functions such as security and catering had been outsourced in other universities.
- There is a significant reliance on casual staff, the majority of whom are recruited in the Faculties. HR is currently developing a policy for the engagement and payment of casual staff, and this will be considered by the appropriate committees in the coming academic year.
- The data as presented does not reflect the new staff recruited under the Ussher campaign.
- Increases in staffing levels are in our identified growth areas, such as Research Centres. For every 1 academic or research FTE, there is 0.97 FTE of support staff in Trinity.
- Buildings and services, technical and library staffing levels are decreasing.
- The data available for the last 3 years shows that on 130 occasions, a Trinity staff member in the Administrative, Technical and Support grades successfully competed for a post at a higher grade, rewarding high performing staff and fostering career development.
- The level of long-term sick leave is 0.8% per year, and no pattern was identified.
- There has been a marked increase in recruitment activity, both for filling new posts and re-filling vacated posts.
- The report shows an increase in use of fixed term contracts of employment.
- On average, 90% of recruited posts were filled by the number one ranked candidate.
- The noted increase in recruitment activities is predominantly due to recruiting to fixed term positions.

The following comments from Board members were noted:

- Despite increases in academic and student numbers, the number of technical staff has fallen;
- The use of short term contracts has fuelled the cyclical nature of the recruitment process;
- Heads of Schools and Disciplines should be included in the Senior Management headcount, to accurately reflect the numbers of senior managers in the University;
- Some members of staff fall under the Class A social insurance, where it would not be possible to reclaim the Social Welfare contribution for sick leave;
- Improvement to the control of the casual payroll will be added the workplan for the Audit Committee.

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Ms Malone informed the Board that HR is currently assessing the introduction of a Performance Management Development System (PMDS) for staff members.

The Board noted and approved the memorandum, dated 9 June 2016, from the Director of Human Resources, and the accompanying HR Annual Metrics Report.

Ms Malone left the meeting at this point.

BD/15-16/340 University Council

The Vice-Provost/Chief Academic Office drew the Board's attention to the proposed Graduate Attributes, Curriculum Principles and Common Programme Architecture and Academic Year Structure (CL/15-16/203 Trinity Education Project). A special meeting of Council to note and approve these proposals will be held on 29 June 2016 and, if approved, will require a change to the Statutes.

The Board noted and approved the draft Acta of the University Council meeting of 8 June 2016.

BD/15-16/341 Any Other Urgent Business

The Provost informed the Board that the Dean of the Faculty of Engineering, Mathematics and Science was appointed in 2015-16 under the Internal Appointments procedure, and is therefore subject to reappointment on an annual basis in the same manner as the Annual Statutory Officers. The Board approved the re-appointment of Professor Vinny Cahill as the Dean of the Faculty of Engineering, Mathematics and Science for a 12 month period with effect from 4 July 2016.

SECTION A2

BD/15-16/342 Public Interest Disclosure Policy

The Secretary to the College informed the Board that the policy complies with the requirements of the Protected Disclosures Act, 2014, and takes account of guidelines for public bodies issued by the Minister for Public Expenditure and Reform under the Act. The policy establishes a process where a staff member may give information on a confidential basis to a specified person who can act as an intermediary in the investigation of any such allegations.

The Board noted and approved the memorandum, dated 9 June 2016, from the Secretary to the College, and the accompanying Public Interest Disclosure Policy.

BD/15-16/343 Records Management Policy

The Board noted and approved the memorandum, dated 16 June 2016, from the Secretary to the College, and the accompanying Records Management Policy.

The Secretary to the College thanked Mr John McDonough and Ms Elizabeth McEvoy, of the National Archives of Ireland, for their help in finalising the policy.

BD/15-16/344 Visibility of, and Access to, all Library Collections

The Board noted and approved the memorandum, dated 14 June 2016, from the Librarian and College Archivist, and the accompanying document on Visibility of, and Access to, all Library Collections.

This is one of a suite of policies that will be presented to Board in the coming academic year to maximise the use of the Library collections.

SECTION B**BD/15-16/345 Board Business****(i) Callover**

The Board noted the Board Callover from the meeting of 15 June 2016.

(ii) Outcomes

The Board noted the Board Outcomes from the meeting of 15 June 2016.

BD/15-16/346 Library and Information Policy Committee

The Chair of the Library and Information Policy Committee drew the members' attention to the outline strategy for stewardship which, while not a policy, is important for Board to note.

The Board noted and approved the draft minutes of the Library and Information Policy Committee meeting of 13 June 2016, and the accompanying Stewardship Strategy 2015-20.

BD/15-16/347 Human Resources Committee

The Board noted and approved the draft minutes of the Human Resources Committee meeting of 26 May 2016.

SECTION C**BD/15-16/348 Administrative Arrangements in the Summer Session**

The Board noted that items of routine College business relating to Board would be dealt with by the Provost or Vice-Provost/Chief Academic Officer during the Summer Session, 4 July 2016 to 28 August 2016 and a report would be made to Board at its first meeting of 21 September 2016.

BD/15-16/349 Board Elections 2016

The Board noted that the following had been elected, to serve from 29 August 2016 to the last day of the Summer Session 2020:

(i) Fellows and Fellow Professors Constituency

Professor Deirdre Ahern
Professor Sarah Alyn Stacey
Professor Eunan O'Halpin
Professor Richard Timoney

(ii) Academic Staff (Non-Fellow) Constituency

Dr Darren Fayne
Professor Claire Laudet
Professor Rachel Moss

(iii) Technical, Administrative and Support Staff Constituency

(a) Weekly paid
Mr James Keogh

(b) Library Assistant, Senior Executive, Executive, Secretarial
Ms Stephanie Farrell

BD/15-16/350 Board Membership – Graduate Students' Union

The Board noted that Mr Shane Collins had been elected as President of the Graduate Students' Union for 2016-2017 and would serve as a member of the Board in 2016-2017.

BD/15-16/351 Headships of Schools**(i) Drama, Film and Music**

The Board approved the nomination of Professor Matthew Causey for a two-year term from 2016-2018, to take effect from 4 July 2016.

(ii) English

The Board approved the nomination of Professor Aileen Douglas for a three-year term from 2016-2019, to take effect from 4 July 2016.

- BD/15-16/352 Sealings**
The Board noted the sealings, as circulated, and attached as Appendix 1 to this Minute.
- BD/15-16/353 Minor Changes and Additions to 2010 Consolidated Statutes of Trinity College Dublin and the University of Dublin including updates to 3 March 2016**
The Board noted and approved a memorandum from the College Registrar dated 15 June 2016.
- BD/15-16/354 Proctors' Lists for Commencements**
The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 14 June 2016.
- BD/15-16/355 College Art Collections – Donations and Benefactions 2015-2016**
The Board noted a memorandum from the Curator of the College Art Collections, dated 14 June 2016.
- BD/15-16/356 Nomination of Trinity Representative for Dublin Dental University Hospital (DDUH) Board**
The Board noted and approved a memorandum from the Secretary to the College dated 16 June 2016.
- BD/15-16/357 Ad Hoc Appeals Committee for the Decisions of the Review Committees for Administrative, Professional and Support Staff**
The Board noted and approved a memorandum from the Registrar dated 14 June 2016.
- BD/15-16/358 Related Entity Financial Reporting**
The Board noted and approved a memorandum from the Treasurer/Chief Financial Officer dated 15 June 2016.
- BD/15-16/359 Annual Reports**
- (i) Draft Annual Report of the College 2014/15**
The Board noted the draft Annual Report of the College 2014/15.
 - (ii) Library Annual Report 2014/15**
The Board noted the Library Annual Report 2014/15.
- BD/15-16/360 Prizes and Awards**
- (i) Ann Boland and Ann Budd Memorial Scholarship**
The Board noted and approved a memorandum from Kathleen O'Toole-Brennan, Trinity Access Programmes, dated 15 June 2016.
 - (ii) Geraldine McGuckian Award for Mature Students**
The Board noted and approved (a) memorandum from Professor Maureen Junker-Kenny, Head of Religions and Theology, dated 15 June 2016 and (b) memorandum from Professor Hazel Dodge, Head of Classics, dated 15 June 2016.
 - (iii) John A. Boland Memorial Scholarship (Law)**
The Board noted and approved a memorandum from Professor Oran Doyle, Head of School of Law, dated 16 June 2016.
 - (iv) John A. Boland Memorial Prize (Religions and Theology)**
The Board noted and approved a memorandum from Professor Maureen Junker-Kenny, Head of Religions and Theology, dated 15 June 2016.
- BD/15-16/361 Science Gallery International**
The Board noted and approved a memorandum from Dr Andrea Bandelli, CEO, Science Gallery International, dated 15 June 2016.
- BD/15-16/362 Contractual Agreement between Thapar University, Thapar Educational Trust and Trinity College Dublin**
The Board noted and approved the draft Contractual Agreement.

BD/15-16/363 Foundation Scholarship - Central Scholarship Committee

The Board noted and approved a memorandum from the Secretary to the Foundation Scholarship – Central Scholarship Committee dated 16 June 2016.

BD/15-16/364 Tutors Nominations

The Board noted and approved a memorandum from the Senior Tutor dated 16 June 2016.

BD/15-16/365 Proposed Changes relating to Provisions concerning MA Degrees in the Calendar

The Chief Operating Office left the meeting at that point.

The Board noted and approved a memorandum from the College Registrar dated 16 June 2016.

The Chief Operating Office re-joined the meeting at that point.

BD/15-16/366 Outgoing Board members

On behalf of the Board and the University, the Provost thanked the outgoing Board members (Mr C Clancy, Mr F Cowzer, Ms K Crowther, Professor W J Dowling, Professor E Drew, Mr D Frost, Mr G J Garrahan, Ms M Kenny, Professor J F McGilp, Professor D O’Neill, Professor C O’Farrelly, Professor M Ó Siochrú and Ms L Ruane) for their invaluable knowledge and input to the workings of the Board throughout their tenure.

The Provost thanked the outgoing Officers, Vice-Provost/Chief Academic Officer (Professor L Hogan) and Registrar (Professor S P A Allwright), for their dedication to the Board and to the University throughout their tenure.

Signed:

Date:

Sealings

10 May 2016

**Unit 21, Trinity Technology & Enterprise Campus, Dublin 2
Datac Control International Limited and
Cruseton Limited**

The Seal of the College was put in duplicate for Surrender of 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 Datac Control International Limited and Cruseton Limited.

10 May 2016

**Unit 21, Trinity Technology & Enterprise Campus, Dublin 2
Datac Control International Limited and
Cruseton Limited**

The Seal of the College was put in duplicate for Agreement for Surrender of 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 Datac Control International Limited and Cruseton Limited.

10 May 2016

**Unit 19, Trinity Technology & Enterprise Campus, Dublin 2
Datac Control International Limited and
Datac Control Limited**

The Seal of the College was put in duplicate for Agreement for Surrender of 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 Datac Control International Limited and Datac Control Limited.

10 May 2016

**Unit 19, Trinity Technology & Enterprise Campus, Dublin 2
Datac Control International Limited and
Datac Control Limited**

The Seal of the College was put in duplicate for Surrender of 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 Datac Control International Limited and Datac Control Limited.

20 May 2016

**Vodafone Ireland Limited
Vodafone Mast Rental**

The Seal of the College was put in duplicate for Variation Agreement 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 Vodafone Ireland Limited.

30 May 2016

**Eihab Elsir t/a Coffee House
Retail Unit D, Trinity Central, Pearse Street, Dublin 2
Licence to Fit Out**

The Seal of the College was put in triplicate for Licence to Fit Out 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 Eihab Elsir t/a Coffee House.

30 May 2016

**Eihab Elsir t/a Coffee House
Retail Unit D, Trinity Central, Pearse Street, Dublin 2
Occupational Lease**

The Seal of the College was put in triplicate for Occupational 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 Eihab Elsir t/a Coffee House.