



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting of 12 December 2018

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor C Morash), Registrar (Professor P Murphy), Professor D Ahern, Professor L Brennan, Professor A Burke, Ms A Connolly, Mr J Cunningham, Mr S De Rís, Ms J Donoghue, Professor S M Draper, Ms S Farrell, Dr D Fayne, Mr J Keogh, Professor K McTiernan, Professor R Moss, Professor E O'Halpin, Professor D R Phelan, Professor S Alyn Stacey, Professor A Seery, Professor R Timoney, Mr O Vince Coulter.
<i>Apologies</i>	Senior Lecturer/ Dean of Undergraduate Studies (Professor K Mitchell), Bursar/Director of Strategic Innovation (Professor V Campbell), Mr D Grouse, Professor F Sheerin,
<i>In attendance</i>	Assistant Secretary to the College (Ms V Butler).
<i>(ex officio)</i>	Secretary to the College (Mr J Coman), Acting Treasurer/Chief Financial Officer (Ms L Ryan).
<i>(by invitation)</i>	Chief Operating Officer (Ms G Ruane), Vice-President for Global Relations (Professor J Hussey).

SECTION A

- BD/18-19/084 (i) Welcome**
The Provost welcomed Ms Louise Ryan, Acting Chief Financial Officer, who was in attendance at the meeting.
- (ii) Statement of Interest**
The Provost advised Board members that Secretary to the College and the Vice-President for Global Relations had declared a potential Conflict of Interest in respect of Agenda item C. 24 as they are both Directors of Trinity Asia Services Pte. Ltd. It was proposed and agreed that both should remain in the meeting but if the matter was discussed they would leave the meeting for that item.
- BD/18-19/085 Minutes - Meeting of 21 November 2018**
The minutes of the Board meeting of 21 November 2018 were approved and signed.
- BD/18-19/086 Matters Arising from the Minutes**
The following items were raised under Matters Arising:
- (i) BD/18-19/053 (ii) Athena SWAN Progress Update**
It was noted that a proposal had been considered by the Equality Committee and that the relevant minutes were included in the documents for this meeting of the Board.
- (ii) BD/18-19/056 Gender Action Plan - Progress Report**
It was noted that work in conducting a review of internal structures in respect of Equality was underway with consideration currently being given to the selection of potential reviewers.
- (iii) BD/18-19/060 Risk Management Policy**
It was noted that this item, while on the agenda for the meeting, was to be deferred to allow further consideration to be given by the Heads of School Committee and the Audit Committee.

BD/18-19/087 Provost's Report

As the Provost had provided a comprehensive report at the last meeting of the Board, no report was given at this meeting.

BD/18-19/088 Trinity Business School Accreditation

The Provost advised the Board that the Trinity Business School had recently received full EQUIS accreditation by the European Foundation for Management Development (EFMD). He invited the Dean of the Business School, Professor Andrew Burke to advise Board members further of this achievement. Professor Burke advised Board members that this elite quality assessment accreditation places Trinity Business School in the top 2% of business schools in the world and will see it joining other leading business schools. He noted the significant team effort which had been required to deliver the significant growth which had been observed in the Business School. Professor Burke then expressed his thanks to all members of the College community who had supported the School through the accreditation process and particularly thanked the Provost and the Vice-Provost/Chief Academic Officer for their leadership and support.

The Provost extended his thanks and congratulations to Professor Burke and to all members of the Trinity Business School.

BD/18-19/089 Global Relations Strategy 3

The Director of Internationalisation, Ms Fedelma McNamara joined the meeting for this item.

The Vice-President for Global Relations, with reference to her presentation, which had been circulated, provided the Board with an overview of the implementation plan which is to underpin the Global Relations Strategy 3 (GRS3). It was noted that this plan had been developed through significant engagement with the Schools in respect of determining targets and that realistic information has been available to determine associated costs.

The Vice-President for Global Relations, advised that if approved the Global Relations Office will proceed with planning to enable the new strategy commencing 2019/20 with activities to include the appointment of Global Directors, a restructuring of the Global Relations Office and phased recruitment of required posts.

The Director of Internationalisation summarised the current organisational structure of the Global Relations Office and outlined proposed restructuring to facilitate delivery of the strategy and in response to a comment from a Board member, clarified the co-ordinated and collaborative nature of the working relationships in the team across all aspects of activity.

In response to comments from Board members, it was noted that further consideration could be given to specifying the criteria on which the university develops academic partnerships and the possible development of a policy on this matter.

Following comments from Board members in respect of the importance of ensuring that the appropriate levels of English fluency are met, the need to identify reputable providers were acknowledged. The Vice-President for Global Relations advised the board that the School of Linguistic, Speech and Communication Sciences were assisting in the design of the English tuition.

In response to comments from Board members, the Acting Chief Financial Officer informed the Board that the Financial Services team had worked closely with the Global Relations team in preparing this strategy noting that the Schools' Strategic Plans underpinned the projections. She further advised that reports on the strategy are to be presented to the Finance Committee twice a year.

In response to comments from Board members, the additional support requirements for International and Postgraduate students was acknowledged and the Vice-President for Global Relations clarified the role of the School International Directors. The importance of appropriately marketing the University was noted and the need to maintain academic principles and standards was acknowledged.

The Vice-President for Global Relations advised that a launch of the strategy is envisaged for February 2019.

Action/Decision:

089.1 The Board considered and approved the memorandum from the Vice-President for Global Relations dated 5 December 2018 and the implementation plan to underpin GRS3.

BD/18-19/090 Tobacco Free Trinity

The Director of the College Health Service, Dr David McGrath and the Health Promotion Officer, Ms Martina Mullin joined the meeting for this item.

Dr McGrath invited the Board's attention to the memorandum and presentation dated 12 December 2018 which had been circulated. He provided the Board with a summary of the proposal which had been prepared by the Trinity Tobacco Policy Committee and which had the support of the Students' Union and the Graduate Students' Union. He advised Board members that this proposal follows a campaign that engaged students, staff, sports clubs and societies across the university which highlighted the benefits of limiting smoking and had successfully introduced tobacco free zones.

Dr McGrath further advised that an evaluation of the Tobacco Free Zones Pilot showed an 83% reduction in the frequency of observed smoking in the zones and it was noted that 100% of individuals moved when informed of the policy. He then summarised the key recommendations which would see an extension of the Tobacco Free Zones, a positive campaign to encourage compliance and postgraduate students as ambassadors for the initiative.

Responding to comments from Board members, Dr McGrath clarified that the proposal addresses the main campus only and that a peer-lead approach had resulted in a positive approach being promoted amongst the student body where the desired results had been achieved.

In response to queries from Board members in relation to the implementation of the proposals in certain locations during busy times on the campus and at outdoor events, Dr McGrath advised that efforts will be made to manage the situation with signage and other means and that the use of the smoking zones will be encouraged at all times.

The Provost congratulated everyone involved on the work to date on this item noting the significant reduction in litter that is likely to be observed on the campus.

Action/Decision

090.1 The Board considered and approved the memorandum from the Director of the College Health Service, dated 12 December 2018 and the recommendations contained within.

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

BD/18-19/091 Printing House Square – Quarterly Update

Professor Kevin O’Kelly (Project Sponsor), Mr Greg Power (Head of Capital Projects & Planning) and Ms Denise Kennedy (Independent Monitor) joined the meeting for this item.

Professor O’Kelly invited the Board’s attention to his memorandum dated 5 December 2018 and to the presentation dated 12 December 2018 which had been circulated and provided the Board with an update on the project to date. He noted some of the key milestones met including the fact that the Fire Certificate for the building had been received. A video representation of the final building was also provided. Professor O’Kelly also advised that the contractor had issued a claim notice in respect of Sectoral Employment Order (SEO) and that a strategy to address the impact of this had been put in place.

Ms Kennedy provided Board members with a summary of her report which had been circulated. She advised the Board that to date the budget and contingencies in place seem adequate but that the potential impact of the SEO claim on the projects budget will need to be carefully monitored. She noted that the programme is somewhat behind schedule and noted the dependency on the availability of additional resources which might not be available. Ms Kennedy also noted in respect of the quality of the project that the appointment of a Clerk of Works has been extremely beneficial but there had been some concerns raised in respect of some aspects of the build, which the contractor has agreed to address.

She concluded by advising the Board that the project requires close monitoring as it progresses with possible consideration given to a contingency should the programme overrun.

In response to a query from a Board member, the Independent Monitor clarified that any claims arising in respect of delays would be verified in keeping with the conditions of the contract and that following discussions between the parties improvements in the quality of some of the work had been observed.

In response to a query from a Board member in respect to the location of the rifle range, it was noted that the rifle range had operated on campus since 1964 and it was agreed that new Board members are to be invited to view the facilities and equipment of the rifle range if requested.

Responding to queries from Board members, Professor O’Kelly advised that the plans for the building had been designed to maximise the number of beds in the building and that every effort is being made to ensure that the end-date of the project is met.

The Provost closed the item noting the benefits that will be realised from the delivery of this project which include additional student accommodation and improved facilities for the Health Service, Disability Support Service and Trinity Sport.

Action/Decision

091.1 The Board considered and approved the update from the Project Sponsor, the Dean of Students, dated 5 December 2018 and the Report from the Independent Monitor, Ms Denise Kennedy, dated 6 December 2018.

091.2 It was agreed that new Board members are to be invited to view the facilities and equipment of the rifle range if requested.

Professor Kevin O’Kelly, Mr Greg Power and Ms Denise Kennedy left the meeting at this point.

BD/18-19/092 Update on the Dartry Capital Project

Professor Kevin O’Kelly (Project Sponsor) and Mr Greg Power (Head of Capital Projects & Planning) re-joined the meeting for this item. Mr Mike Clark (Director of Estates and Facilities) joined the meeting for this item.

Professor O’Kelly provided the Board with a summary of the progress of the project with reference to his memorandum, dated 5 December 2018, which had been circulated. He advised the Board that at the request of Finance Committee, the business case for this project had been revised and that the revised business case had been subsequently approved by the Finance Committee on 1 October 2018. He advised that the scope of the project had been reduced and that the amount allocated to the contingency fund had been amended.

In response to queries from the Provost, where the importance of ensuring that student accommodation is affordable for students, Professor O’Kelly advised that options were being considered in respect of possible ways to reduce building costs, including a possible move away from single occupancy rooms with en-suite bathrooms. He further advised that a set of options would be developed and brought back to Finance Committee and the Board for approval.

Following comments from Board members the importance of making considerable efforts to reduce associated building costs was noted. Professor O’Kelly advised that a Design Team had been selected and that a capability to reduce costs would be factored in to the design process. He also noted that efforts to encourage opportunities for greater social interaction for the students who will be occupying this accommodation would be explored.

In response to additional comments from Board members, it was agreed that a further proposal outlining the various design options and associated costs is to be brought to a future meeting of the Board.

A student representative recorded his thanks to the Board for making efforts to increase the amount of available student accommodation at a time when there is a significant shortage of such accommodation.

Action/Decision

092.01 The Board approved the memorandum from the Project Sponsor, the Dean of Students, dated 5 December 2018.

092.02 It was noted that a further proposal outlining the various design options and associated costs is to be brought to a future meeting of the Board.

092.03 The Board approved the request for the project to move to the design stage.

Professor Kevin O’Kelly, Mr Power and Mr Clark left the meeting at this point.

BD/18-19/093 EIB Loan Interest Rate

Mr Paul Coote, Project Appraisal Manager joined the meeting for this item.

Mr Coote invited the Board’s attention to his presentation dated 12 December 2018 which had been circulated in advance. He provided the Board with a summary of an external report which had accompanied his memorandum dated 3 December 2018 which also had been circulated. Mr Coote advised Board members of the recommendations proposed in respect of the interest rate to be applied to the third EIB loan which had been approved by the Board on 3 October 2018.

The Acting Chief Financial Officer advised the Board that the team in the Financial Services Decision endorsed the recommendations and it was noted that the report and

the recommendations had been approved by the Finance Committee on 23 November 2018.

In response to queries from Board members, Mr Coote advised that the loan would be drawn down in two phases and that there were no immediate concerns noted with the proposed recommendations.

Having noted that the University is restricted by the EIB from drawing down the full loan amount until reasonable commitments are in place demonstrating the imminent need for the funds, Board agreed to the recommendation of an immediate drawdown of €50m followed by a second drawdown of the balance in 2021. In this context, and having reviewed the factors informing the external advisors recommendations, which had been endorsed by Finance Committee, the Board agreed to the fixed rates as set out for both €50m drawdowns of the €100m loan.

The Provost thanked the team in the Financial Services Division and Mr Coote for their contribution to this item.

Mr Coote left the meeting at this point.

Action/Decision

093.1 The Board considered and approved the memorandum from the Project Appraisal Manager, dated 3 December 2018 and the recommendations contained within.

BD/18-19/094 2018/19 Annual Equality Monitoring Report

The Equality Officer, Ms Aoife Crawford and Ms Gwen Turner, HR Manager, Workforce Planning & Management Reporting joined the meeting for this item.

Ms Crawford and Ms Turner invited the Board's attention to the report and the presentation dated 12 December 2018 which had been circulated. They provided the Board members with a summary of the key findings of the report and spoke to the five actions proposed.

The following points were raised during the course of the discussion on the report:

- Further actions could be considered in respect of trying to attract students from under-represented groups;
- The importance of maintaining a balanced perspective on equality issues;
- The need to enhance the means by which data is captured and to improve the quality of relevant available data;
- The potential for unconscious bias to impact on recruitment competitions;
- Changes to the profile of students recruited with respect to gender and disabilities.

Following comments from Board members, it was agreed that a statistical analysis of the relevant information would be compiled and is also to be included in all future reports.

Action/Decision

094.1 The Board considered and approved the Annual Report.

094.2 It was agreed that a statistical analysis of the relevant information would be compiled and is to be included in future reports.

Ms Crawford and Ms Turner left the meeting at this point.

BD/18-19/095 Brexit Risk Working Group Update

This item was deferred to the next meeting of the Board.

BD/18-19/096 University Council

The Board noted and approved the draft Acta of the Council meeting of 28 November 2018.

BD/18-19/097 Any Other Urgent Business

There were no items of any other business.

SECTION A.2

BD/18-19/098 Risk Management Policy

This item was deferred to the next meeting of the Board.

SECTION B

BD/18-19/099 Board Business

(i) Callover

The Board noted the Board Callover from the meeting of 21 November 2018.

(ii) Outcomes

The Board noted the Board Outcomes from the meeting of 21 November 2018.

BD/18-19/100 Coiste na Gaeilge

The Board noted and approved the draft Minutes of meeting of 3 July 2018.

BD/18-19/101 Quality Committee

The Board noted and approved the draft Minutes of meeting of 15 November 2018.

BD/18-19/102 Equality Committee

The Board noted and approved the draft Minutes of meeting of 27 November 2018. It was agreed that the Gender Equality proposal dated 10 December 2018, which had only been circulated just before the Board meeting due to an oversight in the Secretary's Office, would be considered at the next meeting of the Board.

BD/18-19/103 Library and Information Policy Committee

The Board noted and approved the draft Minutes of meeting of 10 October 2018.

BD/18-19/104 Engagement Advisory Group

The Board noted and approved the draft Minutes of meeting of 14 November 2018.

SECTION C

BD/18-19/105 Higher Degrees

The Board noted the Higher Degrees, approved by the sub-committee of Board and Council on 28 November 2018.

BD/18-19/106 Proctors' Lists for Autumn Commencements

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 20 November 2018 and 27 November 2018.

BD/18-19/107 Sealings

The Board noted the Sealings, as circulated.

This information is restricted due to commercial sensitivity.

BD/18-19/108 Scholarship Intermission

The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies, dated 3 December 2018.

BD/18-19/109 Agreement with Trinity Asia Services Pte. Ltd.

The Board noted and approved the Memorandum from the Secretary to the College, dated 5 December 2018 and the draft agreement.

BD/18-19/110 Deed of Charge USA Dollar Deposit Account

The Board noted and approved the document from the Project Appraisal Manager, dated 5 December 2018, for signing and sealing. The dependency of a significant number of postgraduate students on this borrowing facility was noted.

BD/18-19/111 Related Entity Financial Reporting

The Board noted the Memorandum from the Treasurer/Chief Financial Officer, dated 5 December 2018.

SECTION D

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

Signed:

Date: