



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Incorporating any amendments approved at subsequent Board meetings

Board Meeting 19 May 2021

This meeting was conducted remotely using the Zoom application and was hosted in the Yeats Room.

Present: Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor J Barkhoff), Senior Lecturer/Dean of Undergraduate Studies (Professor K Mitchell), Registrar (Professor B Tangney), Bursar/Director of Strategic Innovation (Professor V Campbell), Professor K Ahmad, Professor S Alyn Stacey, Professor L Brennan, Professor A Burke, Ms J Donoghue, Professor D Faas, Mr D Grouse, Mr E Hand, Professor R A Kenny, Ms L Keogh, Professor R McManus, Professor K McTiernan, Ms R Mathews McKay, Professor A Nolan, Ms M O'Connor, Professor D R Phelan, Ms G Scanlon, Professor A Seery, Professor F Sheerin, Professor J Walsh.

Apologies: Mr K Byrne, Professor L Roe.

In attendance: Assistant Secretary to the College (Ms V Butler).

(ex officio) Secretary to the College (Mr J Coman), Treasurer/Chief Financial Officer (Mr P Reynolds).

(by invitation) Interim Chief Operating Officer (Ms O Cunningham), Vice-President for Global Relations (Professor J Hussey).

SECTION A

BD/20-21/254 Statements of Interest

The Secretary to the College advised that he had received a potential statement of interest from the Interim Chief Operating Officer in respect of agenda item D.26 Nominations for Appointment. Having discussed the matter with Ms Cunningham, the Secretary to the College proposed, and it was agreed, that Ms Cunningham would leave the meeting for the discussion on this item.

BD/20-21/255 Minutes of the meeting of 21 April and 26 April 2021

The Board approved the draft minutes of the meetings of 21 April and 26 April 2021.

BD/20-21/256 Matters Arising

The following items were raised under matters arising:

(i) BD/20-21/216 Provost's Report

The Secretary to the College advised the Board that the terms of reference for the review of the Provost Appointment Process 2021 were presented in agenda item C.24

(ii) BD/20-21/218 Institutional review – Case Studies in Quality

The Vice-Provost/Chief Academic Officer informed the Board that work was underway in rewriting one of the case studies and the revised document will be brought to the Quality Committee, Council and Board. In addition, he advised Board members that QQI and Trinity have agreed that the Institutional Review will now take place in March 2022.

(iii) BD/20-21/221 Board Review Working Group Update

The Secretary to the College advised that legal advice has been sought on this matter and that he will give a summary under agenda item A.4 Board Review Working Group Update and Government Legislative Proposals regarding Governance of Irish Higher Education Institutions later in the meeting.

(iv) BD/20-21/225 Scholarship

The Senior Lecturer/Dean of Undergraduate Studies advised that a draft Terms of Reference for a review will be brought to a future meeting of the Board.

(v) BD/20-21/224 Trinity St James's Cancer Institute Memorandum of Understanding

The Secretary to the College advised Board members that minor amendments to the Trinity St James's Memorandum of Understanding were presented in Agenda item C.16. The Bursar/Director of Strategic Innovation advised the Board that the signing of the Memorandum is scheduled for 23 June 2021 and it is envisaged that An Taoiseach, Micheál Martin, TD will be attending the signing.

BD/20-21/257**Provost's Report**

The Provost provided a report under the following headings:

(i) Briefings for the Provost-elect

The Provost advised that he and the Provost-elect have been meeting regularly with a particular focus on the Government legislative proposals. Professor Doyle has also joined the Fellows Governance Working Group and has already attended a meeting of that Group.

The second item of focus for discussions with the Provost-elect is the development of the Trinity East Campus. The Provost noted that substantive work has already been done and Professor Doyle will continue to develop and bring proposals to Board in due course. It has been agreed to create a Trinity East Transition Group, with the Provost-elect and the Provost as members.

The Provost noted that The Portal capital project will need to be decided on in the upcoming months. He noted that Board has already given permission to go to tender and that the financing of the project is to be brought to the June meeting of the Board.

It was noted that the capital funding and operating model for the E3 Research Institute (E3RI) are being developed. The Provost advised that it is envisaged that he will be able to make an announcement shortly regarding a philanthropic donation to support the E3RI. This in turn will support requests for Government funding for E3RI which is of critical importance.

(ii) Funding

It was noted that the Provost is continuing to progress some philanthropic activities including securing a donation to support a sustainable aviation centre within the E3 Research Institute which had been recently received.

He also advised that with the Trinity St James's Cancer Institute Memorandum of Understanding in place it is hoped that philanthropic funding for academic appointments will be identified.

The Provost advised the Board that there was a significant update in respect of philanthropic funding for the Old Library Redevelopment Project and that this item was on the agenda for discussion later in the meeting.

(iii) Alumni Relations Activities

The Provost advised that he has continued to host virtual Provost Salons with recent events including a talk by Professor Luke O'Neill on Covid-19 and by economist Dr Philip Lane on post-Covid economic environments.

(iv) Governance

It was noted that meetings of the Board Review Working Group and the Fellows Governance Working Group have continued.

In relation to the Government Legislative proposals, the Provost advised that he, the

Secretary to the College and the Chair of the Working Group, Mr Dermot McCarthy, have met with Government officials and also with the Chancellor and the Judicial Visitor to discuss the matter.

(v) Chief Clinical Academic Officer

The Provost advised that the position of Chief Clinical Academic Officer is to be a joint appointment involving Trinity, St James's Hospital and the Dublin Midlands Hospital Group.

(vi) Identity Brand Management

It was noted that a new document on identity management is being prepared.

(vii) Science Gallery international

The Provost advised that the Technical University of Berlin is to join Science Gallery International (SGI). In addition, it is envisaged that universities in Rotterdam and Venice are also to join the network.

(viii) Trinity Monday Discourse

The Provost recorded his thanks to An Tánaiste, Dr Leo Varadkar, TD for delivering the Trinity Monday discourse on Dr Noel Browne.

(ix) The Provost's Council

It was noted that the Provost's Council will have its final meeting on 25 June 2021 under the current Provost's term of office and that Fergal Naughton's term as Chair is also coming to an end.

The Provost concluded by opening the item for comments and questions.

A Board member commended the Provost on his achievements in respect of philanthropic funding for the E3 Research Institute and Old Library Redevelopment project.

In response to a query from a Board member in relation to the Science Gallery and the success of Science Gallery International (SGI), the Provost advised that an item on this could be included on an agenda for a future meeting of the Board. He noted the importance of monitoring the branding of Trinity in these initiatives and advised the Board that Trinity appoints the Chair of the Science Gallery International Board and also has an influence on the agenda of the meetings of the Board of SGI.

A Board member noted that Dr Noel Browne had also served as a Trinity Senator and the Provost noted that Dr Browne was also an Honorary Fellow.

BD/20-21/258

Board Review Working Group Update and Government Legislative Proposals regarding Governance of Irish Higher Education Institutions

Mr Dermot McCarthy, Chair of the Board Review Working Group joined the meeting for this item.

The Provost introduced this item with reference to a memorandum from himself and the Secretary to the College dated 14 May 2021 and summarised the developments to date in respect of the legislative proposals.

At the invitation of the Provost, the Secretary to the College outlined the timeline for the approval of the proposals by the Government.

The Secretary to the College then read out the relevant extract of the Opinion received from a Senior Counsel and it was noted that a case could be made to refute the proposals but it was not without risk.

The Provost advised that he was of the view that it was best to try to agree the proposed amendments with the Government. Mr McCarthy advised that it appeared there may be some appreciation for Trinity's unique legal structure at Government level.

Mr McCarthy advised that in effect, there are some graduated powers being given to the HEA which would only be exercised following consultation with the University but could be substantial

Incorporating any amendments approved at subsequent Board meetings

and have a significant impact on operations of the University in the future e.g. power to appoint an observer to the Board.

The Provost advised that he and the Secretary to the College will continue to address the proposals at meetings of the IUA groups to address proposals for new powers being assigned to the HEA in respect of imposing penalties and sanctions on universities regarding performance.

The importance of ensuring of the Provost-elect is fully briefed on the proposals was acknowledged and the Provost advised that the Provost-elect would be welcome to attend Board discussions on the matter.

Responding to comments from a Board member, the Provost noted the importance of ensuring that the independence and autonomy of Universities is maintained.

In response to comments from a Board member it was acknowledged that the pre-legislative scrutiny stage provides an opportunity for the university to engage in public debate. Liaison with the 3 Trinity Senators was also recommended.

A Board member noted the importance of ensuring that any proposals in respect of the composition of the Board must not only be acceptable to the Board but must also be endorsed by the Fellows in advance of being proposed to the Government.

A Board member also noted the importance of stating Trinity's unique legal structure and ownership so that a Private Bill that reflects the University's standing may be achieved.

Mr McCarthy advised that the main principles proposed by the Minister for the structure of the Board include an external Chair and a greater number of external members. It was noted that Trinity, in the context of retaining a majority of internal Board members, may be open to having an external Chair of the Board. It was also noted that Trinity is already providing a level of external oversight that doesn't exist elsewhere through the Visitors system and therefore it is reasonable that the Board composition could diverge from that of other universities.

The Provost closed the item noting that Trinity can demonstrate a high standard of governance already exists in the university.

Action/Decision

258.01 The Board received a report and noted and discussed the memorandum from the Provost and the Secretary to the College dated 14 May 2021.

Mr McCarthy left the meeting at this point.

BD/20-21/259 Old Library Redevelopment Project

Ms Helen Shenton, Librarian and College Archivist (Project Sponsor); Mr Marc Sharifi, Programme Manager (Library); Mr Paul Coote, Project Appraisal Manager (FSD); Mr Gerry Crawford, Commercial Director; and Mr Greg Power, Head of Capital Projects and Planning joined the meeting for this item.

The Provost welcomed everyone to the meeting.

The Librarian and College Archivist introduced the item with reference to a presentation dated April 2021 from herself and Mr Coote, Mr Crawford, Mr Power and Mr Sharifi dated 12 May 2021, which had been circulated in advance. She advised the Board that the primary driver of the project is for conservation of the collections and of the Old Library building. She noted that it is planned to create a research study centre on the ground floor of the building, to create the new treasures exhibition, new rotating display space and enhanced visitor facilities. Ms Shenton advised that planning permission had been received and that a detailed design phase is underway. She informed the Board that the podium at the Berkeley has been decanted, a new display case has been installed for the Book of Kells with the derisked Treasury and that all logistical planning is well underway.

In respect of Government funding for the project it was noted that a submission had been made to the Government in December 2020 and that approval in principle had been received for funding of €25 million up to 2026. Ms Shenton advised the Board that the philanthropic target for the project has increased and that she was confident that the target could be met over time.

Mr Sharifi summarised the timeline for the project advising that 2-year preparatory works to empty the building have commenced and that there are approximately 700,000 valuable and fragile items to move to temporary storage. He noted the estimated start of the construction period for the Board and advised that project costs will be continuously monitored noting the current period of flux in respect of construction costs given Brexit, the Pandemic and inflation.

Mr Crawford outlined the proposed revenue strategy for the Book of Kells exhibition during the project noting that is proposed to install a temporary exhibition of the Book of Kells to supplement revenue streams. He advised the Board that such an exhibition may be installed in locations such as Library Square or New Square with Library Square being the preference of the Estates Policy Committee. Noting the time sensitive nature of getting approval for this proposal the importance of internal support was acknowledged.

Mr Coote provided the Board with an update on the business case for the project noting the challenges for the project and in particular the closure period of the exhibition. He also outlined the key financial changes in the project since June 2020 and the EIB approval in principal subject to a final formal request to finance the project.

Mr Power outlined the timeline for the enabling works, the main works and the completion phases. He advised the Board that all works will be closely monitored with specific attention given to dust, noise and dirt levels to ensure they are within EPA guidelines and that works are being minimised during examination periods.

Ms Shenton concluded by summarising the next steps for the project and noted that the Board was asked to note the achievement of the tripartite funding, to approve the EIB loan facility of €69million, to approve the business case update and to approve the capital project to proceed with an interim exhibition installed.

The Provost opened the item for discussion and comment.

In response to a query from a Board member in relation to the interim exhibition plan, the Provost clarified that approval in principle for some form of interim exhibition was being sought. Some Board members expressed their preference for the interim exhibition to be sympathetic to the surrounding buildings and to be located on Library Square as opposed to New Square as New Square is primarily residential.

Mr Coote, responding to a query from a Board member, advised that it is proposed to fix the interest rate on the loan over a 30-year period.

In response to a query from a Board member in relation to fire suppression, Mr Sharifi advised that it is proposed to install a high pressure misting system as it would have less damage to collections and that testing would commence this year. Mr Power advised that it is proposed to build a miniature replica of the Long Room as a prototype to test application of high pressure mist to a zone in the building.

The Provost, noting this historic moment, extended his thanks to all involved in the project to date. He advised the Board that the Minister for Housing, Local Government and Heritage, Mr Darragh O'Brien TD is to come to the campus the next day to announce the Government support and funding for the project.

The Librarian and College Archivist paid tribute to the Bursar /Director of Strategic Innovation for her significant contribution to the project and Board members gave a round of applause. Ms Shenton also thanked the Provost for his support for the project and his philanthropic activity.

Incorporating any amendments approved at subsequent Board meetings

Action/Decision

259.01 The Board considered and approved the presentation from the Librarian and College Archivist, et al., dated 12 May 2021 including the approval of the EIB loan facility of €69 million, the business case update and for the capital project to proceed with an interim exhibition.

BD/20-21/260 Historic Accommodation Buildings Project

Project Sponsor, Professor Kevin O’Kelly and Mr Greg Power, Head of Capital Projects and Planning joined the meeting for this item.

The Provost welcomed Professor O’Kelly and Mr Power to the meeting.

Professor O’Kelly, with reference to a presentation dated 19 May 2021 which had been circulated, summarised the rationale for this project which had been informed by the identification of fire safety concerns in the buildings.

He advised Board members of the primary objectives of the project which are to preserve the heritage, to address fire safety issues, to provide for continued residential use for students and staff, to make the buildings more accessible and to address sustainability needs. To assist in achieving these objectives Professor O’Kelly advised that a Conservation Architect had been engaged.

It was noted that successful planning approvals have been received and a fire cert application was submitted in December 2020. Professor O’Kelly also advised that through the design it is envisaged that the buildings will provide for continued year-round accommodation, in addition to research space on the ground floor of the Rubrics for Fellows Emeriti.

He also provided the Board with an update on the tendering process for the main contractor noting that a preferred contractor had been identified and was before the Board for approval.

He concluded by giving an overview of the timeline of the project noting that a tender for an Independent Monitor who will report to Board had been prepared.

A Board member congratulated the team involved noting the sensitive engagement that had been observed with Fellows Emeriti and meeting their needs.

In response to a query from a Board member in respect of ways to mitigate the potential for delays in this project, Professor O’ Kelly advised that the delay experienced on another project was an exception and had been further impacted by the Covid-19 Pandemic. He advised that Historic Accommodation Buildings Project is a refurbishment project which requires less preparatory works, contained less construction requirements and therefore a smaller number of subcontractors than a large scale, new build, capital project.

Mr Power also advised that lessons from other projects had been taken into account and have resulted in more rigorous conditions being introduced in the tender process and the contracts issued.

The Provost thanked Professor O’Kelly, Mr Power and the Bursar/Director of Strategic Innovation for their contribution to this project and their work in restoring these historic buildings for future use.

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

The Provost closed this item noting the importance of this project to Trinity as a residential university. He also noted that the provision of accommodation for visiting staff in the Chief Steward’s House would enhance the University’s reputation internationally.

Action/Decision

260.01 The Board considered and approved the memorandum from the Project Sponsor dated 12 May 2021.

260.02 The Board approved the overall project budget and the appointment of Tender B.

BD/20-21/261 Strategy for Sport 2021/22-2025/26

Dean of Students, Professor Catherine McCabe and Head of Sport and Recreation, Mrs Michelle Tanner joined the meeting for this item.

Incorporating any amendments approved at subsequent Board meetings

The Provost noting the importance of sport to the experience of students and staff, welcomed the Dean of Students and Ms Tanner to the meeting.

Professor McCabe introduced the item noting that the new strategy builds on the previous strategy for sport but also includes a new aim to place sport at heart of everyone's experience. She also noted the important role sport will play in helping the College community to recover and reconnect post the Covid-19 Pandemic.

Professor McCabe advised that a robust 18-month consultation process had been undertaken and that the Strategy had been approved by the Executive Officers' Group, the Student Life Committee and DUCAC and the feedback received had been incorporated into the document to strengthen the Strategy. She advised that the Strategy was before the Board for approval to enable implementation plans to be developed and launched for the coming academic year.

Mrs Tanner gave an overview of the framework of the strategy which had been developed over a number of months and was in keeping with the College's mission and strategic plan. She also provided Board members with an overview of the 4 pillars of the Strategy, the targets, the cross-cutting goals and the enablers underpinning the Strategy.

Mrs Tanner concluded by noting that a funding strategy will need to be developed to underpin the Strategy and she gave an overview of the Implementation Plan and timeline.

The Provost thanked the Dean of Students and the Head of Sport and Recreation and opened the item for comments and discussion.

In response to comments from a Board member, Professor McCabe noted the importance of communication and in promoting the sporting activities taking place in Trinity. Mrs Tanner advised that social media and communications channels will be used to promote sporting events and encourage attendance.

A Board member also noted the history of Trinity sport and the potential to build on this to promote Trinity's achievements in sport globally.

Mrs Tanner responding to queries from a Board member, advised that Trinity Sport welcome being an integral part of the educational process and that work is underway to progress a Trinity elective in addition to supporting some academic modules. She also advised that this Strategy puts sport at centre of everyone's experience and as such it should raise the profile of Trinity's sporting activities internally and externally.

In response to comments from a Board member in respect of the images in the document, Professor McCabe agreed that a review of the images will be conducted to ensure the theme of Equality, Diversity and Inclusivity (EDI) is appropriately reflected. Mrs Tanner also advised that there is an inclusion Officer in Trinity Sport and that there is regular engagement with the Associate Vice-Provost for EDI.

Responding to further comments from the Board member noting the difference between the use of the word 'sport' versus the words 'physical activity', the Provost suggested, and it was agreed, to change name of the Strategy to 'The Strategy for Sport and Physical Activity 2021/22-2025/26'.

It was also noted that consideration could be given to subsidising staff and student participation in sporting activities and to assisting staff and students in accessing facilities. The potential for EU funding for wellbeing initiatives post-Covid was also noted.

Action/Decision

261.01 The Board considered and approved the memorandum from the Dean of Students and the Head of Sport and Recreation dated 11 May 2021 and the accompanying Strategy subject to some revisions.

261.02 It was agreed to change the name of the Strategy to the Strategy for Sport and Physical Activity 2021/22-2025/26.

Professor McCabe and Mrs Tanner left the meeting at this point.

Incorporating any amendments approved at subsequent Board meetings

BD/20-21/262 Revised Memorandum of Understanding (MOU) with Loyola Institute Company and Trust

The Registrar introduced this item with reference to his memorandum dated 17 May 2021 which had been circulated in advance. He also extended his thanks to former Registrar Professor Paula Murphy for her work on preparation of the memorandum.

The Registrar advised the Board that following recent discussions between the College and the Loyola Trust a revised MOU has been agreed and was before the Board for approval. He then provided Board members with a summary of the key points of the agreement noting that the Loyola Institute is part of the School of Religion and that the Director of the Institute will be in attendance at School Executive meetings.

The Vice-Provost/Chief Academic Officer commending the work of the Registrar and former Registrar welcomed the revisions to the Memorandum of Understanding

In response to comments from a Board member in relation to specific wording on page 30 of the document, it was noted that the relationship between Trinity and the Loyola Institute is being sensitively managed and that the operation of Loyola Institute in previous years and the now greater level of integration with the School of Religion provide reassurance in respect of a good relationship between the parties. It was also noted that this wording was in previous versions of the memorandum and that no change to the composition of Selection Committees was proposed.

The dissent of Professor Alyn Stacey was noted.

Action/Decision

261.01 The Board considered and approved the memorandum from the Registrar dated 17 May 2021 and the accompanying Memorandum of Understanding.

BD/20-21/263 Senior Academic Promotions Call 2020

The Board noted and approved the memorandum from the Provost dated 28 April 2021 and the financial envelope for the Senior Academic Promotions call 2020 as contained within.

BD/20-21/264 University Council

The Board noted and approved the draft Acta of the Council meeting of 28 April 2021.

BD/20-21/265 Any Other Urgent Business

There were no items of other urgent business.

SECTION B**BD/20-21/266 Board Business****(i) Callover**

The Board noted the callover updated to 21 April 2021

(ii) Outcomes

The Board noted the Board outcomes from the meeting of 21 April 2021.

BD/20-21/267 Audit Committee

The Board noted and approved the draft minutes of the meeting of 9 March 2021. The Board also noted and approved the memorandum from the Chair of the Audit Committee in respect of the external audit tender and the appointment of new external auditors as noted within. In response to a comment from a Board member, the level of engagement of the Internal Audit function with other areas of the College was welcomed.

BD/20-21/268 Finance Committee

The Board noted and approved the draft minutes of the meeting of 29 April 2021.

BD/20-21/269 Human Resources Committee

Incorporating any amendments approved at subsequent Board meetings

The Board noted and approved the draft minutes of the meetings of 11 February 2021 and 10 March 2021.

Responding to comments from a Board member, the Provost clarified that the Role Grading Policy, as opposed to a promotions process, is in place for non-Academic staff members. In response to queries from Board members in respect of the Role Grading Policy, it was agreed that the Interim Chief Operating Officer is to provide an update including a timeframe at next Board meeting.

Following comments from Board members in relation to a recent request for information issued by Human Resources to facilitate the electronic recording of annual leave entitlements, it was noted that IFUT had raised concerns and that further consultation on this matter may be required. The Vice-Provost/Chief Academic Officer agreed to discuss the matter and in particular any Data Protection concerns, at a future meeting of the Heads of School Committee. The Interim Chief Operating Officer also agreed to follow up on this item.

In response to a comment from a Board member welcoming the Human Capital Initiative, the importance of continued monitoring of the quality of teaching was acknowledged.

SECTION C

BD/20-21/270 Trinity St James's Cancer Institute (TSCJI) MOU – Minor Amendments

The Board noted and approved the Memorandum from the Bursar dated 12 May 2021.

BD/20-21/271 Revised Meeting Schedule 2021/22

The Board noted and approved the Memorandum from the Secretary to the College dated 12 May 2021.

BD/20-21/272 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 28 April 2021.

BD/20-21/273 Proctors' Lists for Spring Commencements

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 14 April 2021.

BD/20-21/274 Heads of School

The Board noted and approved the following nominations:

- (i) Professor Carmel O'Sullivan as Head of School of Education for a three year term commencing 7 June 2021;
- (ii) Professor Omar Garcia as Head of School of Languages, Literatures and Cultural Studies for a three-year term commencing 7 June 2021.

BD/20-21/275 Prizes and Other Awards

(i) Establishment of Professor John G Byrne Scholarship

The Board noted and approved the Memorandum from the Interim Head of the School of Computer Science and Statistics dated 23 April 2021.

(ii) Postgraduate Travelling Scholarship in Medicine

The Board noted and approved the Memorandum from the Discipline of Anatomy dated 11 May 2021.

BD/20-21/276 Representation: Director of HEAnet

The Board noted and approved the nomination of Mr Patrick Magee, Director of IT Services, as a

Incorporating any amendments approved at subsequent Board meetings

Director of HEAnet for a second term.

BD/20-21/277 Funding Statements for Year Ended 30 September 2020

The Board noted and approved the Memorandum from the Treasurer/Chief Financial Officer dated 11 May 2021.

BD/20-21/278 Terms of Reference for Review of Provost Appointment Process 2020/21

In response to comments from a Board member, the Provost advised that he had proposed the draft Terms of Reference for the Review and it was before the Board for approval. He also clarified that the Working Group is to be chaired by the Vice-Provost/Chief Academic Officer.

Following further comments from a Board member, the Registrar advised that the proposed review is of the 2021 appointment process and the Provost clarified that the review might identify changes for future appointment processes which may be considered in light of the experience of 2021.

The Vice-Provost/Chief Academic Officer informed the Board that a similar lessons-learned exercise was undertaken in 2011 and noted the importance of conducting the review in a timely manner so as not to lose the immediate learnings from the process.

In response to comments from Board members the following amendments to the Terms of Reference were agreed:

- The Working Group is to be chaired by Vice-Provost/Chief Academic Officer;
- Membership is to include 2 members of the Board who were not involved in the 2021 process and a member of the staff with legal expertise instead of co-opted members;
- The review does not preclude a more extensive review of the process at a later date.

Action/Decision

278.01 The Board noted and approved the Memorandum from the Registrar dated 17 May 2021 subject to the amendments noted above.

SECTION D

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

Signed:

Date: