



# Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

**Incorporating any amendments approved at subsequent Board meetings**

## Board Meeting 15 September 2021

*This meeting was conducted remotely using the Zoom application and was hosted in the Provost's Office.*

**Present:** Provost (Dr L Doyle), Vice-Provost/Chief Academic Officer (Professor O Sheils), Senior Lecturer/Dean of Undergraduate Studies (Professor D Shepherd), Registrar (Professor N Cox), Bursar/Director of Strategic Innovation (Professor E Denny), Professor K Ahmad, Professor Alyn Stacey, Professor L Brennan, Professor A Burke, Mr K Byrne, Ms J Donoghue, Professor D Faas, Ms B Genockey, Mr D Grouse, Professor R McManus, Professor K McTiernan, Professor A Nolan, Professor D R Phelan, Professor L Roe, Ms G Scanlon, Professor A Seery, Professor F Sheerin, Professor J Walsh.

**Apologies:** Professor R A Kenny, Ms L Keogh, Ms S Mueller-Owens, Ms R Mathews-McKay.

**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 E Stokes).

### SECTION A

#### **BD/21-22/008 Statements of Interest**

The Secretary to the College advised that there was a potential conflict of the interest for the Bursar/Director of Strategic Innovation and the Interim Chief Operating Officer in respect of Agenda item C.14 Changes to Directorships of Subsidiary Companies. Having discussed the matter with Professor Denny and Ms Cunningham, the Secretary to the College recommended, and it was agreed, that they would leave the meeting for the discussion on the item.

The Secretary to the College advised that he had received a potential statement of interest from the Registrar in respect of agenda item C.15 Appointment of New Trustee to Marino Institute of Education (MIE). Having discussed the matter with Professor Cox, the Secretary to the College recommended, and it was agreed, that Professor Cox would leave the meeting for the discussion on that item.

The Secretary to the College also advised that he had received a potential statement of interest from the Vice-Provost/Chief Academic Officer in respect of agenda item C.21 Representation: Central Applications Office (CAO). Having discussed the matter with Professor Sheils, the Secretary to the College recommended, and it was agreed, that Professor Sheils would leave the meeting for the discussion on that item.

*Professor Walsh joined the meeting at this point.*

#### **BD/21-22/009 Declarations by new Board Members**

The Provost welcomed the new Board members to their first meeting of the Board.

At the invitation of the Provost the new members of the Board made the Statutory Declaration as required by the 2010 Consolidated Statutes.

*Professor Stokes joined the meeting at this point.*

**BD/21-22/010 Minutes**

The Board approved the draft minutes of the meeting of 16 June 2021 subject to an amendment to the attendance to note Professor Alyn Stacey was present and Professor Caitriona Leahy was not. This amendment is also to be made to the minutes of 26 May 2021.

The Board approved the draft minutes of the meeting of 1 September 2021. The Secretary to the College advised that there was also an amendment to minute BD/21-22/004 to remove the reference to the length of the term of office for the Vice-Provost/Chief Academic Officer.

**BD/21-22/011 Matters Arising**

The following items were raised under matters arising:

**(i) BD/20-21/299 Report of the Board Review Working Group and Government Legislative Proposals regarding Governance of Irish Higher Education Institutions.**

The Secretary to the College advised that following the approval by the Board of the Board Review Working Group Report, discussions have been ongoing with the Minister of Further and Higher Education, Research, Innovation and Science and Department officials and the report has been shared with them.

The Joint Oireachtas Committee on Education discussed the General Scheme of the Higher Education Authority Bill, 2021 at hearings during July and its pre-legislative scrutiny report is expected shortly.

An update will be provided to the next Board meeting on 6 October 2021.

**(ii) BD/21-22/004 Nomination of Vice-Provost/Chief Academic Officer**

The Secretary to the College clarified that the Vice-Provost/Chief Academic Officer is an Annual Officer, where a nomination is brought annually to the Board for approval. He also clarified that in respect of the recent appointment of Professor Sheils to the position, a term of 5 years is envisaged, subject to annual approval by the Board.

**(iii) BD/21-22/006 Annual Officers**

The Secretary to the College advised of some clerical errors in the titles of Officers in this minute that would be corrected as set out in the memorandum which had been circulated.

**BD/21-22/012 Provost's Report**

The Provost advised Board members that she would like to discuss the planned phased return to campus and in-person teaching now that national health restrictions are lifting. She informed the Board that some communications from students and parents had been received regarding the current level of in-person teaching. The Provost also advised that she was aware that many members of staff have been working continuously throughout the Pandemic with little time for a break. She also acknowledged that there is room for a greater level of communication.

The Provost acknowledged the many good things that have been achieved during the Pandemic and particularly the significant contribution of the Corporate Services Division and for example the work of Estates and Facilities in providing outdoor facilities. The Provost welcomed the use of temporary facilities for in-person teaching and also noted that such facilities can accommodate more events for students and assist the return to activities for the societies and clubs. She noted that there was a firm plan in place to clear any backlog on commencement ceremonies and commended the recent in-person ceremonies which had taken place.

The Provost also commended the efforts of the Vice-Provost/Chief Academic Officer and the Interim Chief Operating Officer in trying to find solutions to any issues arising. She acknowledged the challenges for staff and students that are to come in the coming months as the restrictions are further lifted and a full return to in-person teaching is envisaged.

The Provost invited comments and suggestions from Board members.

A Board member noted the importance of ensuring consistency in timetables in the coming months

**Incorporating any amendments approved at subsequent Board meetings**

and that any remaining space issues be addressed to facilitate the return to full delivery of in-person teaching. He noted that while the autonomy of Schools in timetabling should be respected an overall framework for the University is essential.

Agreeing with these comments, the Provost acknowledged the challenges being faced, noting that the Pandemic has added an extra layer of difficulty to a system where there may be other issues to be addressed.

The Vice-Provost/Chief Academic Officer advised that she will be working to develop a more streamlined process for the next academic year. She extended her sincere gratitude to the Heads of Schools, School Administrative Managers, Academic staff and the Professional staff for their hard work and assistance in ensuring continuity in teaching and research and in finding solutions to the issues. The Vice-Provost/Chief Academic Officer also acknowledged the good will of the College community and the desire to give the best experience possible to students.

Following comments from a Board member, the importance of good communication with all members of the College community and the excellent work of Estates and Facilities to date was acknowledged.

A Board member noted the need for a review of the resources, particularly staffing, across the Schools and that there are some existing issues arising from the timetables and the Provost advised that the Vice-Provost/Chief Academic is addressing these matters.

The Provost, responding to comments from a Board member in relation to communication and engagement, advised that the Dean of Graduate Studies is scheduling meetings with the Directors of Teaching and Learning (Postgraduate) and the Senior Lecturer/Dean of Undergraduate Studies is similarly scheduling meetings with the Directors of Teaching and Learning (Undergraduate) to enhance communications and further explore any issues that may be arising.

In response to comments from a Board member outlining the challenges facing the different Schools due to the nature of their respective disciplines and teaching needs, the Provost advised that issues are being considered on a school by school basis and a balance will be required.

A Board member welcomed the 2-stage approach to the resumption of in-person teaching which the University has adopted noting the importance of being cautious and responsible. The increased pressure on staff and increase in fatigue due to a decrease in time to facilitate leave was acknowledged and the need to address longer term problems such as staffing was also acknowledged.

In response to comments from Board members, the Vice-Provost/Chief Academic Officer clarified that there is no suggestion of revisiting timetables at this time but rather it is proposed to work within the current allocations to maximise the student experience and for the 2<sup>nd</sup> part of the Semester.

The Provost also noted that the Vice-Provost/Chief Academic Officer is actively trying to identify extra teaching space to help the schools.

The Provost concluded the item by encouraging Board members to consider what can be done to help the full return to in-person activities on campus and to share any relevant information they receive with her.

**BD/21-22/013****Draft Outline Board Work Programme 2021/22**

*Professor Seery joined the meeting during this item.*

The Provost introduced the item noting that this was a draft proposal and that she welcomed input from Board members on the document.

The Secretary to the College made the presentation dated 15 September 2021 based on his memorandum dated 8 September 2021, which had been circulated in advance. He also noted that the outline work programme for the Board was in draft format and that, following discussion, it would be brought to the October meeting of the Board for further consideration

**Incorporating any amendments approved at subsequent Board meetings**

With reference to the Board Review Working Group Report, the Secretary to the College read out the recommendations as contained in the Report in respect of an annual Board work programme. He then presented the draft work programme, which had been circulated, explaining the various colour codes and the general principles underpinning the document.

The Provost thanked the Secretary to the College and opened the item for comments and suggestions.

A Board member, thanking the Provost for opening up a mechanism whereby Board members can suggest items for consideration on the Board Agenda, noted the importance of introducing a more robust discussion on strategy and suggested that inclusion of a significant item on academic and professional staff promotions on the agenda would also be beneficial.

The Provost, speaking in respect of the promotions process in the University, advised that further consideration of the process will be undertaken and that active discussions with Heads of School and all areas of the University are required to improve the process. She also noted that as this is a strategic matter it will be important to consider how best it is considered by the Council and the Board.

A Board member welcomed the draft work programme and the proposal of having a structured plan for the Board for the year ahead. The Board member also welcomed the inclusion of an 'Away Day' and suggested that it might take place earlier in the year, approximately half-way through the academic year. The importance of the Board periodically monitoring the implementation of the Strategic Plan was also noted. The Board member also suggested that consideration might be given to looking at operational issues that need to be addressed such as timetabling, resourcing and promotions. In addition, he suggested that planning and implementation considerations could benefit from an enhanced focus at Board meetings.

The Provost acknowledged the comments from the Board member and agreed that it is important to determine the optimum way to conduct strategic planning, implementation and associated budgeting.

A Board member, welcoming the draft work programme, having served as a member of the Finance Committee, was of the view that the current Baseline Budgeting Model (BBM) requires review and that further consideration should be given to appropriately resourcing schools and units. An apparent disconnect at times between strategic planning and practical implementation was also highlighted.

The Provost, responding to comments from a Board member advised that the Bursar/Director of Strategic Innovation and the Interim Chief Operating Officer are compiling a dash board of all strategic capital projects so that the Board may be informed and have sight of interdependencies, financial and resource risks. She also acknowledged the importance of staff and student mental wellbeing, noting that it underpins the delivery of all strategies.

A Board member suggested, and the Provost agreed, that it would be beneficial to provide the Board with a quarterly financial review and financial forecasts with the possible inclusion of key performance indicators and targets.

Responding to comments from the Board member in respect of a greater focus on Internationalisation being included in the Board work programme, the Vice-Provost for Global Relations advised that it is envisaged that several such items will be brought to the Board over the course of the coming year.

In response to comments from a Board member, the Registrar advised that the Statutes and Schedules Working Party will be reviewing the recommendations of the Report from the Review of the Provost's Appointment Process and will be bringing forward proposals for the Board's consideration in the coming months.

Responding to comments from a Board member the Provost acknowledged the potential for

**Incorporating any amendments approved at subsequent Board meetings**

increasing the ways by which all members of the University can contribute to strategic discussions and proposals.

The Provost thanked Board members for their suggestions and comments, noting that consideration will be given to all the points raised and that the work programme will be further refined and brought back to the next meeting of the Board.

**Action/Decision**

**013.01** The Board considered and discussed the memorandum from the Secretary to the College dated 8 September 2021.

**013.02** The Board noted that the draft work programme will come back to the next meeting.

**BD/21-22/014 Annual Risk Register 2020/21**

*The Chief Risk Officer joined the meeting for this item*

The Provost welcomed Ms Carmichael to the meeting.

Ms Carmichael introduced the item with reference to her presentation dated 15 September 2021 which had been circulated in advance. She advised the Board that the Trinity College Risk Register 2020-2021 has been reviewed in detail by Faculty Deans, Heads of School, Chief Officers, and Heads of Division, as well as being presented to the Risk Management Group, the Executive Officer Group (EOG) for their review and approval, and has been noted by the Audit Committee.

Ms Carmichael summarised the top 6 categories of risk for the Board noting that Covid-19 is the predominant issue impacting the majority of risks identified in 2020-2021. She also advised that Financial Risk continues to be significant albeit there has been a reduction in the number of financial risks identified from 25 to 20 in 2020/2021.

Ms Carmichael advised that Operational Risk remains the largest risk category across the University with very little movement on the volume of the risks identified in this category, while Teaching & Learning Risk has increased in 2020-2021 due to COVID-19, although significant actions have taken place to mitigate these risks particularly with respect to providing a continued high standard of learning to students.

She concluded by providing an overview of the breakdown of risks per rating.

The Provost thanked Ms Carmichael and opened the item for comments and questions.

In response to queries from a Board member, Ms Carmichael clarified the ratings used for the risks noting the risks presented were from a snapshot in time in June 2021 and that some changes are likely to have occurred since that time.

The Provost, responding to comments from a Board member in relation to the pension deficit issue, noted that the Risk Register also factors in the likelihood that a risk will happen and acknowledged that further consideration can be given to this issue at a later date.

A Board member welcoming the Risk Register and commending the Chief Risk Officer and her team for their continuing work on this item, suggested that it would be beneficial to see an overarching summary of where the University is positioned from a risk point of view taking all of the identified risks in to account and to have clarity on the appetite for risk.

The Provost, in response to comments from a Board member, noted that further consideration could be given to the sustainability of new courses and the importance of considered growth was acknowledged.

In response to comments from Board members, Ms Carmichael advised that further consideration will be given to the pension deficit issue and that consideration will also be

**Incorporating any amendments approved at subsequent Board meetings**

given to providing more granular details about operational risks and issues. It was also noted that the Risk Appetite Statement will be brought to a future meeting of the Board.

**Action/Decision**

**014.01** The Board considered and approved the memorandum from the Chief Risk Officer dated 8 September 2021 and the accompanying Risk Registers.

*The dissent of Professor Phelan was noted.*

*Ms Carmichael left the meeting at this point.*

**BD/21-22/015 Focus on Capital Projects****6.1 E3 Learning Foundry**

*Chair of Steering Committee, Mr Mike Peirce; E3 Programme Manager, Ms Edwina Hegarty; and E3 Built Environment Project Manager Ms Deirdre O'Shea joined the meeting for this sub-item.*

The Provost welcomed everyone to the meeting.

The Board noted apologies from the Independent Monitor, Mr Leo Harmon, who was unavoidably unavailable to join the meeting. Mr Peirce highlighted some points in the Independent Monitor's Report.

The Bursar/Director of Strategic Innovation provided the Board with an update on the project with reference to the presentation dated 15 September 2021, which had been circulated in advance. She advised the Board that the Sump Pump had been relocated from the rear of the Zoology building to the front of the building. It was noted that the works were almost completed and that the attenuation tank in the Sump Pump will be the primary source of rainwater for College for watering of pitches and all other gardening water needs and will assist the College's Sustainability targets for water.

The Bursar/Director of Strategic Innovation also advised that some issues between the Berkley Library and Zoology building have also been addressed which will reduce the likelihood of flooding to the Berkeley basement.

The Bursar/Director of Strategic Innovation advised that demolition works had resumed in May having been paused for 17 weeks due to Covid-19 restrictions. She informed the Board in the South West corner of the site archaeological finds of low significance and finds of materials used in anatomy teaching from 19th Century had been uncovered. The contractor is currently working with the Archaeologists to record and remove the finds from the site.

The Bursar/Director of Strategic Innovation advised the Board that due to the time required to remove the archaeological findings, a slight delay to the timeline for the demolition works is envisaged. She also noted the approval received from the Higher Education Authority (HEA) to proceed with issuing the main contract and informed the Board that a sod turning ceremony had taken place on 29 July 2021 with Minister Simon Harris, TD, and the Martin Naughton family in attendance.

The Bursar/Director of Strategic Innovation advised the Board that there has been no change to the funding and budget for the project and summarised the next steps of the project. She concluded by advising the Board that no specific approval was requested at this time.

The Provost thanked the Bursar/Director of Strategic Innovation and opened the item for questions or comments.

Responding to comments from a Board member, Ms O'Shea advised that all vehicles working on the project will be entering campus through the Lincoln Place Gate and that there is a traffic management plan being discussed with College Safety, the Campus Facilities Manager and the Contractor. She advised that the safety of students and cyclists is paramount and that borders are being put in place to delineate pathways from the road and that all vehicles will be marshalled.

In response to a further specific query from a Board member, it was agreed that the Board member would raise the query separately after the meeting.

In response to comments from a Board member in respect of potential noise levels, the importance of good communication and in respecting quiet times, such as the weekends, was acknowledged.

**Incorporating any amendments approved at subsequent Board meetings**

**Action/Decision**

**015.01** The Board considered and discussed the update from the Project Sponsor and the memorandum from the Independent Monitor dated 6 September 2021.

*Mr Peirce, Ms Hegarty, Ms O'Shea left the meeting at this point.*

**6.2 Printing House Square**

*Project Sponsor, Professor Kevin O'Kelly; Independent Monitor, Ms Denise Kennedy; and Independent Chair of Steering Committee, Mr Joe Linders joined the meeting for this item.*

The Provost welcomed everyone to the meeting.

Professor O'Kelly invited the Board's attention to his presentation dated 15 September 2021, which had been circulated in advance. He noted the significant delays experienced to the project schedule and advised that the deadline for completion of 30 September 2021 is unlikely to be met.

Professor O'Kelly also advised that resourcing of the project remains an issue for the Contractor. He noted that the Project Team had received the commissioning programme and it was being reviewed as it will require input from IT Services and Estates and Facilities in Trinity. Professor O'Kelly informed the Board that the scaffolding is coming down on the site and an impressive building can be seen emerging.

He also provided an update in respect of cashflow for the project, noting that in general the project remained within budget but that this will be impacted by the outcomes of the conciliation and arbitration processes.

Professor O'Kelly also summarised for the Board the various steps in the dispute resolution process to date, noting potential financial implications. He advised that Project Team has been working well and that the quality of work is good and is being assured by Trinity and technical teams.

In conclusion, Professor O'Kelly also informed the Board that the Principal Architect on the project, Mr Niall McCullagh, had sadly passed away in recent weeks.

Ms Kennedy gave an overview of her Report under the following headings:

- Budget
- Programme
- Quality
- Health and Safety
- Team Performance.

In conclusion, Ms Kennedy advised that despite the numerous challenges the project has faced, the building is emerging as an iconic addition to the Dublin city streetscape, one that is visionary thanks to the talented Mr Niall McCullough (R.I.P.).

In response to a query from the Provost, Ms Kennedy advised that there are supply difficulties being experienced across the industry and that, in particular, this project had been impacted issues with subcontractors from an early stage.

Several Board members commended Professor O'Kelly and Ms Kennedy for continuing their efforts to bring this project to a conclusion notwithstanding the time delays and the impact of the Covid-19 Pandemic. Responding to comments and queries from Board members, Professor O'Kelly advised the Board that a meeting with the Contractor was scheduled to examine how and when the project will be completed. He also informed the Board that a costed risk assessment will be conducted in respect of the conciliation and arbitration processes, processes which can be lengthy in duration.

Responding to comments from Board members, Ms Kennedy clarified the nature of the contract which had been awarded and noted that she would be optimistic in respect of the possible outcomes of an arbitration process. She also clarified the resource issues on the site, noting that additional

**Incorporating any amendments approved at subsequent Board meetings**

labour is often required toward the end of a project to bring a project to completion.

Following comments from Board members it was agreed that the Board is to extend its sympathy to the wife and family of the late Mr Niall McCullagh.

#### **Action/Decision**

**015.01** The Board considered and approved Update from the Project Sponsor (Professor Kevin O’Kelly).

**015.02** The Board considered and approved the memorandum from the Independent Monitor dated 7 September 2021.

**015.03** The Board agreed to extend its sympathies to the wife and family of the late Niall McCullagh.

*Ms Kennedy and Mr Linders left the meeting at this point.*

### **6.3 Historic Accommodation Buildings**

Professor O’Kelly remained in this meeting for this item.

#### **(i) Update**

Professor O’Kelly invited the Board’s attention to a presentation dated 15 September 2021 which had been circulated in advance. He provided the Board with an update on the project noting that there are some relocations required and restrictions on access but that the project was progressing. Professor O’Kelly advised Board members that hoarding was now in place surrounding the Rubrics. He concluded by summarising the proposed schedule and noting that there has been no change to the Board approved cost plan or the project.

#### **(iv) Appointment of Independent Monitor**

The Bursar/Director of Strategic Innovation invited the Board’s attention to her memorandum dated 6 September 2021, which had been circulated in advance. She advised the Board that in line with previous appointments to the role of Independent Monitor, a procurement process was conducted to identify a suitable candidate for the Independent Monitor for Rubrics and Chief Steward’s House (Historic Accommodation Buildings project). Following the evaluation of the six submissions received, Mr Niall Meagher, had been identified as the preferred candidate. The Bursar/Director of Strategic Innovation then invited the Board to review Mr Meagher’s CV, which had been circulated, and asked for Board members to approve his appointment as Independent Monitor for this project.

#### **Action/Decision**

**015.01** The Board considered and discussed an update from the Project Sponsor.

**015.02** The Board considered and approved the memorandum from the Bursar/Director of Strategic Innovation dated 6 September 2021 and the nomination of the Independent Monitor contained within.

*Professor O’Kelly left the meeting at this point.*

### **BD/21-22/016 Any Other Urgent Business**

The Treasurer/Chief Financial Officer advised the Board that the Financial Services Division has partnered with the Trinity Business School to design a finance training programme for Board members and senior Officers. At present 2 indicative dates of dates 21 October and 11 November 2021 are being proposed and he advised that the Secretary’s Office will be issuing invites to all Board members shortly.

The Treasurer/Chief Financial Officer also extended his thanks to Professor Burke and the Trinity Business School for supporting this initiative.

## **SECTION B**

### **BD/21-22/017 Board Business**

(i) The Board noted the callover updated to 16 June 2021.

(ii) The Board noted the outcomes from the meetings of 16 June 2021 and 1 September 2021.

### **BD/21-22/018 Coiste na Gaeilge**

**Incorporating any amendments approved at subsequent Board meetings**



The Board noted and approved the minutes of the meeting of 14 April 2021.

**BD/21-22/019 Human Resources Committee**

The Board noted and approved the minutes of the meeting of 3 June 2021.

**SECTION C**

**BD/21-22/020 Administrative Procedures in the Summer Session**

The Board noted the memorandum from the Secretary to the College dated 7 September 2021  
Including:

- (i) Board Membership – Graduate Students' Union
- (ii) Head of School
- (iii) Policy on Covid-19 Vaccination for Students in Clinical Placements or Placements in Allied Settings
- (iv) Appointment of Trustee in Respect of the Registered Charity Trinity College Dublin
- (v) Appointment of Trustee in Respect of the Registered Charity Ghala Designated Activity Company
- (vi) Prizes and Awards
- (vii) Gold Medal Criteria
- (viii) Early Retirement
- (ix) Summary of Staff Appointments
- (x) Nominations for Appointment
- (xi) Technical Staff Committee Membership
- (xii) Procedure for Appeal Regarding Intermission of Scholarship
- (xiii) Almanack 2021/22 Dates
- (xiv) Panoz Bequest
- (xv) Assistant Junior Deans 2021/22
- (xvi) Gold Medal Nominations 2020
- (xvii) Head of School
- (xviii) Early Retirement
- (xix) Nominations for Appointment

**BD/21-22/021 Appeal to Board re: Intermission of Scholarship**

The Board noted and approved the memorandum from the Vice-Provost/Chief Academic Officer dated 7 September 2021.

**BD/21-22/022 Membership of Committees of Board and Council**

The Board noted and approved the Memorandum from the Registrar dated 14 September 2021.

**BD/21-22/023 Changes to the Directorships of Subsidiary Companies**

*The Bursar/Director of Strategic Innovation and the Interim Chief Operating Officer left the meeting for this item.*

The Board noted and approved the Memorandum from the Secretary to the College dated 6 September 2021.

**BD/21-22/024 Appointment of new Trustee to Marino Institute of Education (MIE)**

*Professor Cox left the meeting for this item.*

The Board noted and approved the Memorandum from the Secretary to the College dated 9 September 2021.

**BD/21-22/025 Assistant Junior Dean**

The Board noted and approved the Memorandum from the Junior Dean dated 10 September 2021.

**Incorporating any amendments approved at subsequent Board meetings**

**BD/21-22/026 Trinity Ball 2022**  
The Board noted and approved the Memorandum from the Secretary to the College dated 8 September 2021.

**BD/21-22/027 Sealings**  
The Board noted the Sealings (see Appendix 1 to this minute).  
*This information is restricted due to commercial sensitivity.*

**BD/21-22/028 Student Conduct and Capacity Committee**  
**(i) Membership 2021/22**  
The Board noted and approved the memorandum from the Registrar dated 10 September 2021.

**(ii) Decision Summary**  
The Board noted the memorandum from the Registrar dated 8 September 2021.

**BD/21-22/029 Associated Companies – Directors’ Reports**  
The Board noted and approved the Memorandum from the Secretary to the College dated 7 September 2021.

**BD/21-22/030 Representation: Central Applications Office (CAO)**  
*The Vice-Provost/Chief Academic Officer left the meeting for this item.*

The Board noted and approved the Memorandum from the Secretary to the College dated 7 September 2021.

**SECTION D**

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

*The Provost extended her thanks to the Board members for their helpful input and closed the meeting at this point.*

Signed: .....

Date: .....