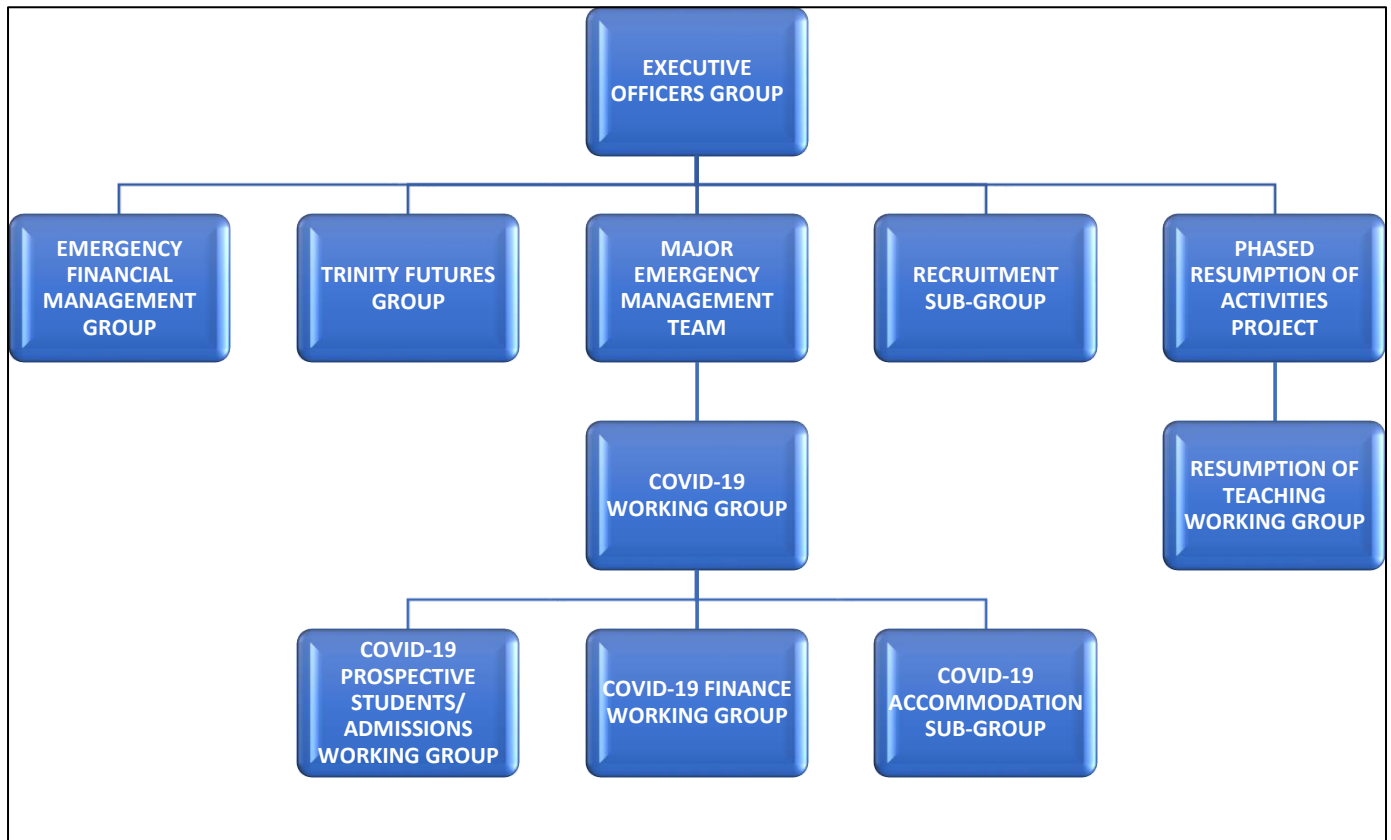


COVID-19 MANAGEMENT AND GOVERNANCE STRUCTURES



FIRST LAYER

- **Emergency Financial Management Group (Reports to EOG)**
Chair: Vice-Provost/Chief Academic Officer
The overall objective of this group is to develop implementation plans to address the financial impacts of Covid19 on University revenues, costs and cashflow.
- **Trinity Futures Group (Reports to EOG)**
Chair: Bursar
This purpose of this group is to develop a discussion paper for EOG to consider topics such as Trinity's future approach to remote working, online learning and strategic projects in a post-covid era.
- **Major Emergency Management Team (Reports to EOG)**
Chair: Secretary as nominee of the Provost
The Major Emergency Management Team (hereafter referred to as the MEMT) will be invoked by the Provost of the university as required to manage and provide direction and support to all areas of the university during an emergency.
- **Recruitment Sub-Group (Reports to EOG)**
Chair: Vice-Provost/Chief Academic Officer
This group was established to make decisions on recruitment and staffing, in the context of the decision of EOG that a hiring freeze would be put in place with immediate effect with a process in place to approve limited exceptions.

- ***Phased Resumption of Activities Group (Reports to EOG)***

Chair: Provost; Sponsor: Secretary

The purpose of this group is to re-establish full operational activity of the college. A key criterion will be whether a particular activity is performed more effectively on campus or by working remotely/from home.

Sub-Group – Resumption of Teaching Working Group

Chair: Associate Dean of Undergraduate Science Education Áine Kelly – nominee of VP/CAO

The purpose of this group is to establish different teaching mitigation scenarios in the highly likely event that we will be required to retain current social/physical distancing guidelines into the new academic year or face a renewed lockdown situation that will necessitate fully online teaching delivery.

SECOND LAYER

- ***COVID-19 Working Group (Reports to MEMT)***

Chair: Secretary

THIRD LAYER

- ***Covid-19 Global Relations Admissions Working Group (Reports to COVID-19)***

Chair: Vice-President, Global Relations

- ***Covid-19 Finance Sub-Group (Reports to COVID-19)***

Chair: Deputy Chief Financial Officer

- ***Covid-19 Accommodation Sub-Committee (Reports to COVID-19)***

Chair: Warden of Trinity Hall, Dr Roja Fazaeli

APPENDIX 1

EMERGENCY FINANCIAL MANAGEMENT GROUP - TERMS OF REFERENCE

Vice-Provost/Chief Academic Officer (VP/CAO)

Treasurer/Chief Financial Officer (CFO)

Chief Operating Officer (COO)

With support from ASD, FSD and CSD teams (Michael Slevin, Shumane Cleary, Louise Ryan, Keith Creedon, Paul Coote and Eimear Farrell)

- 1) Reports to the Provost and EOG
- 2) Conducts a robust analysis of potential losses.
 - a. Of State grants
 - b. Of fees along all fee lines
 - i. EU UG
 - ii. EU PG
 - iii. Non-EU UG
 - iv. Non- EU PG
 - v. Other (visiting, etc...)
 - vi. Online (broken out as a new line for the first time)
 - c. Of Commercial Revenue
 - i. Old Library
 - ii. Accommodation
 - iii. Catering
 - iv. Property
 - v. Etc
 - d. Of Research funding and Overhead (including impact of delays)
 - Needs input from Dean of Research

- e. Of donations/philanthropy. Need to get a best case and worst case from Director TDA
 - f. Of income from Investments/ Endowment fund
 - g. Of additional costs arising from the Covid 19 crisis
- 3) Conducts analyses of what needs to be done on each line of the above to mitigate losses from current activities
- 4) Review of cashflow and liquidity projections
- a. Monthly cashflow projections for next 18 months, stress tested for range of Covid 19 financial impacts
 - b. Put in place recommendations re external funding to safeguard medium term liquidity
- 5) Proposes new revenue-generating activities
- a. EXAMPLES might be that each school develop a new online Masters course, or convert an existing Masters to online to allow expansion of provision.
 - b. TRINITY creates a new kind of Masters that has the first two Semesters online and the third (research semester residential – and that would use accommodation and generate revenue)
 - c. ONLINE SHOP
 - d. Innovation training activities around the country
- 6) Operating cost savings
- a. A list of activities that might be discontinued
 - b. A list of courses that might be discontinued
 - c. A proposed 'COVID-19' % cut to the budget of each division and faculty.
 - d. Review of PO approval thresholds – consideration given to establishing small committee for review/ approval of all non-pay spend proposals during the crisis
 - e. Recommendation on faculty promotions (new envelope, could be zero)
 - f. Recommendation on hiring – freeze now (put in place Moratorium) and selective unfreezing based on new revenue generating activities. Need a very small committee-of-three for these decisions with input from HR Director

- g. Flexible and remote working arrangements, possibility to reduce payroll costs
 - h. Remote working including hot desking which would free up buildings/space for new commercial activity
- 7) Review of Capital Projects and Costs
 - a. Detailed review of all capital projects in pipeline
 - b. Identify savings/ deferrals and cancellations to conserve cash
 - c. Proposal that this is led by CRG chaired by Bursar
- 8) Assessment of Change Management Opportunities
 - a. Review of operating model
 - b. Potential for transformation across the University
 - c. Opportunities to increase online working
 - d. Process re-engineering
 - e. Digital technology, flexibility and remote working
- 9) Trinity Strategic Plan 2020-2025 revised
- 10) TTEC project revised
- 11) Oversee Insurance Claims under Business Interruption Policy
- 12) Preliminary report to Provost ahead of Board on 22 April setting out scale/ analysis of projected losses, agreed ToR for Emergency Financial Planning Group and summary of any initial actions agreed at EOG

APPENDIX 2

TRINITY FUTURES GROUP - TERMS OF REFERENCE

Meeting the challenges of COVID-19 has been an immense effort on behalf of the entire Trinity community. It has accelerated our learning in matters such as remote working and online teaching. It will also have some deeper and more profound effects that will only become apparent over time.

To take advantage of the learning and to produce a plan for change, it is proposed that a sub-group of Executive Officers be created as follows:

Group membership

- Bursar (Chair)
- Director HR
- Andrew Burke, Dean TBS
- Director ITS
- Gail McElroy, Dean AHSS
- Nessa McEniff, Director of Lernovate
- Ruth Doherty (Secretary to the Group)

The Group will commission focused pieces of work from people internally, who will respond and provide their inputs as a priority.

The Group may engage externally, as appropriate, to inform its work. Should such external engagement require funding then a proposal will be brought to EOG for its consideration.

Terms of Reference

The Group will consider the topics listed below and will (1) collate data and survey information, where required; (2) make suggestions to EOG on potential opportunities for the future; (3) provide an overview to EOG on the issues that require further detailed analysis.

Remote working (Administrative and support staff)

- Create an outline of a new policy for remote working.
- Summarise the technology, management skills, wellbeing supports and upskilling that would be required.
- Consider the potential units, or parts of units, that could function via remote working (e.g. HR, IT Services, Academic Registry, units in FSD, Library)
- Explore the idea of a Trinity Administrative Hub remote from campus, including the possibility of locating the Hub beyond Dublin.
 - How much space could be vacated on campus?
 - Is it feasible to develop a tender for County Council's to bid to provide such a facility for Trinity?
 - Could this facility also provide remote storage (e.g. book store; E&F storage; Art Store)?
 - Summarise the issues that would need to be explored further, such as change management.

- Commission specific feasibility studies that may be required to further our understanding of this model.

Online education

- Consider the inclusion of online content and online engagement in all UG programmes
 - a. Synchronous teaching (Teams, zoom, etc)
 - b. Asynchronous via podcasts, etc
- Consider the feasibility of restricting use of lectures for 100+ class groups and moving such material to asynchronous online delivery
- Consider the “flipped classroom” model in the context of (b)
- How much space would be freed up from (a) and (b)? How could the space be re-purposed to support small group learning or other university activities?
- Postgraduate:
 - a. Consider a more comprehensive transition, including offerings that are wholly online or “book-ended” with an on-campus component.
 - b. Consider potential new courses for Post-COVID back to business in the economy and appropriate reskilling.
- What technologies, upgrades and academic policies would be required to make this feasible?

New administrative ways of working

Consider how online meetings and greater use of IT tools could promote efficiency and agility.

Digital Trinity projects

Consider whether the current Digital Trinity projects need to be accelerated or adapted to meet Trinity’s emerging new requirements.

Trinity’s brand values

- How does Trinity’s brand and values, including the Trinity Education, resonate with expanded online, part-time, executive and reskilling education?
- What is the role of Trinity’s “residential campus” model in the future?
- How can “community and connection” be maintained whilst also embracing technological change?

Strategic future of capital projects

The group will appraise each of the following capital projects in the context of their relevance into the future, their financial security and other market issues.

- Old Library Redevelopment
- E3RI

- E3LF
- TTEC
 - Pre-development project
 - Long-term build-out of the new campus and creation of the Grand Canal Innovation District
- TSJCI
- Residences
 - Rubrics/CSH
 - Dartry
 - Pipeline accommodation projects

Data

The group will commission data gathering and surveys, with a focus on staff and student experiences of online teaching & assessment, remote working and virtual meetings during the Covid-19 situation. This data will help to inform the feasibility of the modes of working that are being considered.

- i. Survey of students
- ii. Survey of academic staff (mostly about teaching)
- iii. Survey of professional staff

APPENDIX 3

MAJOR EMERGENCY MANAGEMENT TEAM - TERMS OF REFERENCE

Purpose

The Trinity College Dublin Emergency Management Team (hereafter referred to as the MEMT) will be invoked by the Provost of the University as required to manage and provide direction and support to all areas of the University during an emergency.

The Provost may, depending, on the nature of the emergency or the requirements of the University delegate the chairing of the MEMT to a deputy as necessary. The current membership of the MEMT currently includes:

Members of the MEMT include:

- Provost
- Vice Provost/CAO
- Secretary to the College (Chair)
- Chief Risk Officer (Secretary to the Group)
- Faculty Deans
- Dean of Graduate Studies
- Chief Operations Officer
- Director of Human Resources
- Director of Campus Infrastructure
- Director of College Health Services
- Director of IT Services
- Dean of Research
- Director of Policy and Communications
- Head of Communications

Deputies include:

- Senior Lecturer
- Commercial Revenue Unit representative,
- Head of Safety
- HR representative
- IT Services representative
- Estates & Facilities representative
- College Health representative.
- Head of Safety

Deputies or additional attendees may attend at the request of a member to be agreed by the Chair of the MEMT.

- 1) To categorize the emergency and to assign responsibility within the University to undertake the necessary steps to mitigate, manage and remediate the emergency where possible
- 2) To fully engage the Trinity College Emergency plan protocol and when appropriate the Business Continuity plans across the University
- 3) To consider requests from Heads of School, Units and Research Institutes regarding specific

matters related to the emergency or business continuity issues as they present themselves

- 4) To continually assess the emerging or developing risks of the emergency or those that present themselves as part of the business continuity plan invocation across the University
- 5) To create and delegate specific work to subgroups of the MEMT to complete as part of the process of resolving the emergency or business continuity issues.
- 6) To recommend to Provost specific requests or actions which will be decided by the Provost or refer the final decision to the Provost if appropriate.
- 7) To communicate the decision to the relevant Heads of School, Units and Research Institutes and to ensure that the necessary supports are made available for the emergency under management.
- 8) To recommend specific communications to the Provost to ensure continuity of communication across the University community during an emergency or business continuity scenario.
- 9) To recommend the establishment of communication channels as appropriate to the emergency or business continuity scenario in place.
- 10) To review the activities with the relevant Heads of School, Units and Research Institutes periodically to ensure that any ongoing issues are resolved.
- 11) To identify members of the MEMT or external to the MEMT that may support the engagement with relevant government bodies or statutory bodies during the course of the emergency or business continuity scenario.

Other members or independent experts can be asked to attend for all or part of meetings as required.

Frequency of Meetings

As deemed necessary by the MEMT to undertake its remit

Meeting Minutes and Actions

To be co-ordinated by the Chief Risk Officers Office as secretariat to the Group

APPENDIX 4

RECRUITMENT SUB-GROUP - TERMS OF REFERENCE

Committee Name and rationale

The Recruitment Sub-Committee of EOG is an ad-hoc committee to make decisions on recruitment and staffing in the context of the decision of Executive Officers Group to freeze all further recruitment within the College (EOG, 14 April 2020), except for where a strong business case is accepted. This decision was made in order to address the financial challenges arising from the Covid-19 Coronavirus.

Purpose

The Sub-Committee will ensure that the university is focusing its valuable limited resources where they are needed most.

Staffing requests will be reviewed by this Sub-Committee and decisions will then be made on whether or not to progress at this time.

Recruitment of research staff will be approved where a dedicated external funding source exists.

Other recruitment will only be approved where a post is deemed of critical strategic importance to the University and a business case demonstrating the strategic contribution of the post is provided. Approval will be the exception.

Scope

In scope: The Sub-Committee will be a one-stop-shop for all posts. Posts can only come to the Sub-Committee from a Faculty Dean or Chief Officer.

The Sub-Committee intends to delegate approval of all research staffing to the relevant Faculty Dean. A one-page business case is required for each item under consideration.

Out of scope: Posts already scheduled for interview with candidates invited will proceed. Professor Chair posts and Senior Administrative 1 posts will be approved by a committee chaired by the Provost and do not come under the remit of this Sub-Committee.

Authority

The Executive Officers Group decided on a freeze on all further recruitment within the College (EOG, 14 April 2020).

The Sub-Committee will assess each business case for recruitment and make the final decision.

Membership

Vice-Provost/Chief Academic Officer (Chair)
Dean of Research
Chief Financial Officer
Director of Human Resources
Secretary: Gwen Turner

To avoid conflict of interest, decisions on posts relating to units under the management of Sub-Committee members will be chaired by the Provost who will replace the respective Sub-Committee member for those decisions.

Meeting arrangements

Meetings will initially take place weekly to consider posts already in the pipeline that have not proceeded to interview, and thereafter fortnightly, or more frequently if required.

Reporting

The Subcommittee will report to Executive Officers Group.

Review

The need for the Sub-Committee and the Terms of Reference are subject to review after 6 months of operation (mid-September 2020).

Criteria

The Sub-Committee will evaluate posts using a range of criteria to inform the decision-making process. The business case for the post should address the following key points:

- **Context:**

Explain how the role fits into the existing structure in the area.

Could the role be covered by another staff member? If not, give detail.

Are there any activities that could be stood down or done differently to free up existing resources to do this role?

Is there any alternative role that could be suppressed to allow for this role to go ahead e.g. retirements, resignation, ceasing of fixed term contract?

- Funding:

How will the post be funded – state the specific source of funds for the post. Is there any revenue-generating element that is directly attributable to this role? Is there an indirect revenue-generating element?

Is the role directly funded by a research award or other external funding source?

Is the role directly funded by a specific revenue source that is solely directed for that post e.g. SALI award?

- Critical strategic importance:

Is the post of demonstrable critical strategic importance for the area, the programme, the project?

Is there a Governance/Statutory aspect applicable specifically to the role that is essential to the legal operation of the University?

Does this post have responsibility for leading a functional area?

APPENDIX 5

PHASED RESUMPTION OF ACTIVITIES PROJECT - TERMS OF REFERENCE

Terms of Reference

- The Group will be a sub-Group of EOG and update each EOG meeting on its activities between EOG meetings.
- The Group shall meet twice per week, or more times if necessary.
- The purpose of the Group is to re-establish full operational activity of the college. A key criterion will be whether a particular activity is performed more effectively on campus or by working remotely/from home.
- This shall be done in accordance with the 'Roadmap for reopening society and business' issued by the Government of Ireland.
- Recognising that the roadmap does not go into detail about every activity pertaining to a university, the Group shall exercise its best judgement in setting a roadmap that prioritizes health and safety of staff, students, and visitors while getting the university back up and running.
- In addition to developing a programme for phased reopening, the Group shall consider requests from Heads of School/TRIs and Heads of Units. The Group shall make its decisions and issue them to all Directors of Units and Heads of School who are responsible for their implementation.
- The Group will issue guidelines and general communications about its work to relevant colleagues.
- The Group will co-ordinate as appropriate with other universities, DES, HEA, HSE and other appropriate bodies.

| Member | Purpose on Group |
|-------------------------------------|--|
| Provost | Chair |
| Secretary to the College | Deputy Chair (chairs in Provost absence) and Chair of the MEMT. Propose re-opening relevant to Provost's Directorate & bring Provost's Directorate proposals |
| Chair, Resumption of Teaching Group | Bring note of the Resumption of Teaching Group to the meeting to inform about decisions proposed and made |
| Students' Representative | Represent students' views on reopening, including clubs and societies |
| Staff Representative | Represent staff views on reopening |
| Dean of Research | Propose re-opening of labs and research facilities & bring proposals from Directors of TRIs |
| Dean of Graduate Studies | Propose requests (not covered by other members) for access to libraries, laboratories and research facilities for PhD and other research students |
| Dean AHSS | Propose re-opening relevant to AHSS & bring HoS AHSS proposals |

| | |
|--|---|
| Dean EMS | Propose re-opening relevant to EMS & bring HoS EMS proposals |
| Dean HS | Propose re-opening relevant to HS & bring Hos HS proposals |
| ASD Manager | Propose re-opening relevant to ASD & bring ASD Directors' proposals |
| Chief Risk Officer | Assess proposals from a risk viewpoint |
| Librarian | Propose re-opening relevant to Library & bring Library proposals |
| Treasurer/CFO or Deputy CFO | Propose re-opening relevant to FSD & bring FSD proposals |
| Director of Student Services | Propose re-opening relevant to CSD & bring CSD Directors' proposals (unless relevant Director is a member of the Group) |
| Head of Safety | Assess proposals from the safety viewpoint |
| Nominee of the Director of the College Health | Assess proposals from a health viewpoint |
| E&F re-opening coordinator (Director of Campus Infrastructure, or nominee) | Bring the E&F viewpoint on re-opening decisions and bring decisions to E&F staff. Bring proposals from E&F. |
| HR re-opening coordinator | Bring the HR viewpoint on re-opening decisions and bring decisions to HR staff. Bring proposals from HR. |
| IT Services re-opening coordinator | Bring the IT Services viewpoint on re-opening decisions and bring decisions to IT Services staff. Bring proposals from IT Services. |

The Group may invite other colleagues to attend for all or part of its meetings.

APPENDIX 6

RESUMPTION OF TEACHING WORKING GROUP – TERMS OF REFERENCE

Purpose

Arising from the decision of the 28th April, 2020 meeting of Executive Officers Group, a Phased Resumption working group has been established to address various planning scenarios to ensure academic and social continuity in the campus for over the Summer months and into the 2020/21 academic year. This Resumption of Teaching Working Group will have responsibility for the resumption of all teaching and learning activities (UG and PG). It will address how face-to-face teaching can be implemented under social/physical distancing and address how teaching shall be delivered in the case that face-to-face teaching is not possible. It will be cognisant of (helped by the Chair and Project Manager's membership of the overall Phased Resumption of Activities Group) the impact the resumption of teaching will have on student services such as catering, the library, computer laboratories, sports, society/committee meetings, and any other social events comprising of more than 25 attendees. It is assumed that some social/physical distancing protocols will remain in place for the next academic year but that face-to-face teaching strictly adhering to these guidelines will be permitted. This currently looks to be the most likely scenario.

Membership

- Nominee of the Vice-Provost/Chief Academic Officer - Associate Dean of Undergraduate Science Education (Professor Áine Kelly) – Chair
- Academic Services Division Manager (Michael Slevin) – Project Manager
- Dean of Graduate Studies (Professor Neville Cox, to be replaced by Professor Martine Smith from 1 July 2020)
- Director of Academic Registry (Leona Coady) or nominee
- Director of IT Services (Patrick Magee) or nominee
- Librarian (Helen Shenton) or nominee
- Space Planning Officer (Lorraine Fay)
- Central Timetabling Unit Officer (Mary McMahon)
- Technical staff member (nominated by the VP/CAO in consultation with Faculty Deans)*
- Head of School (nominated by the VP/CAO in consultation with Faculty Deans)*
- School Administrative Manager (nominated by the VP/CAO in consultation with Faculty Deans)*
- SU Education Officer
- Chair of IFUT or nominee
- Additional members may be co-opted or invited to attend for specific items as needed.

*Note: the aim is to have one member per Faculty who can report back to the Faculty Dean of the overall work of the group

Meeting and Reporting

The Resumption of Teaching Working Group will be a sub-group of Phased Resumption of Activities Working Group, which reports to Executive Officers Group, and will meet at least once a fortnight or more frequently as required.

Responsibilities

Establish different teaching mitigation scenarios in the highly likely event that we will be required to retain current social/physical distancing guidelines into the new academic year or face a renewed lockdown situation that will necessitate fully online teaching delivery.

- Consider and prepare teaching action plans for the following three scenarios for semester 1 teaching;

OPTION 1: Face-to-face teaching under social/physical distancing protocols

1. All semester 1 lectures for modules of more than 25 students to go online - support for preparing lectures for online delivery to be offered to colleagues over the summer.
2. Small group teaching and laboratory/practical classes will commence face-to-face.
3. Lecture theatres and other large venues will be used to accommodate small group teaching under social/physical distancing protocols.
4. Laboratory/practical classes that cannot operate under social/physical distancing to either provide alternative online exercises or run the required laboratory/practical classes in semester 2, if this is logistically possible.
5. Special consideration to be given to forms of teaching such as clinical or professional placements, clinical training (e.g. Medicine, Nursing and Dentistry), field trips, laboratory-based capstone projects, physical group projects (e.g. in Engineering and Creative Arts).
6. This scenario is based on the assumption that the research laboratories and the library will be open.

OPTION 2: Teaching continues fully online

Under this scenario, it is assumed that the current lockdown conditions persist or have been reintroduced and the campus is closed for students.

1. **ALL** teaching will be undertaken online for all teaching with appropriate online exercises for all laboratory/practical classes;

OPTION 3: All restrictions have been lifted

Under this scenario, it is assumed the pandemic threat has ended and all restrictions to mobility and gatherings have been lifted.

1. In this most unlikely event, teaching will resume under normal face-to-face conditions as heretofore.
2. In this scenario, any moves to increased online teaching, especially in postgraduate programmes, will supplement face-to-face delivery as an important strategy to increase student numbers and increase revenue.

- In the event that restrictions are not lifted for semester 2, be responsible for the commencement, planning and implementation of Option 1 or Option 2 above.
- Liaise with Estates and Facilities, Academic Registry and the Central Timetabling Unit to assess the availability and suitability of all teaching/tutorial/laboratory capacities using existing physical/social distancing guidelines of 2m between each individual.
- Ascertain, through modelling, the numbers of students that can be accommodated on campus at any given time and what maximum utilisation of laboratory spaces and other spaces for small group teaching under those circumstances would look like. Built on this modelling, an amended teaching timetable will need to be developed in consultation with the CTU, School and Course Offices.
- While the postgraduate research students also come under the remit of the Dean of Graduate Studies, it is recognised that the teaching of these students is mostly impacted by the Return to Research activity organised separately by the Dean of Research.

Interdependencies

The Working Group will need to interact closely with the various working groups established that are addressing the re-opening of the campus for staff and students alike in order to ensure that there are no areas of overlap and that functions and tasks are not being duplicated. These include but are not limited to the Trinity Futures Group, the Emergency Financial Management Group, the Major Emergency Management Team, the COVID-19 Committee, and the Phased Resumption of Activities Group (whom his working group reports to). There may also be interdependencies with the Global Relations Admissions Working Group, the 2020 Assessments Group and the COVID-19 Finance Sub-Group.

Timelines

The Resumption of Teaching Working Group is expected to make an initial report outlining the terms of reference and membership to the Phased Resumption of Activities Group at its meeting on Monday, 18th May, 2020.

APPENDIX 7

COVID-19 WORKING GROUP - TERMS OF REFERENCE

Terms of Reference

- The Group reports to the Major Emergency Management Team and updates MEMT on its activities.
- The Group shall meet twice per week, or at different intervals by agreement of the Group.
- The purpose of the Group is to consider issues and develop proposals and guidance to facilitate the on-going activities of the University during restrictions and to make decisions as appropriate to allow for alternative methods of delivery and working to be put in place or to escalate such issues/decisions as appropriate to the MEMT or the Provost. The Group may also issue guidance in respect of travel and overseas activity.
- This is done in accordance with Guidelines and advice issued by the Government, the World Health Organisation and by the College Health Service and other appropriate experts.
- The Group shall exercise its best judgement in making decisions that prioritizes health and safety of staff, students, and visitors during the restrictions and in planning to get the university back up and running.
- The group will receive updates from the four Sub-Groups listed below.
- The Group will issue guidelines and general communications about its work to relevant colleagues as appropriate and/or recommend that such guidelines/communications be issued from elsewhere in the university.
- The Group will co-ordinate as appropriate with other universities, DES, HEA, HSE and other appropriate bodies.

Sub-Groups:

- ***Covid-19 Prospective Students/Global Relations Admissions Working Group (Reports to COVID-19 Working Group)***
Chair: Vice-President, Global Relations
- ***Covid-19 Finance Sub-Group (Reports to COVID-19 Working Group)***
Chair: Deputy Chief Financial Officer
- ***Covid-19 Accommodation Sub-Group (Reports to COVID-19)***
Chair: Warden of Trinity Hall

Membership

| | |
|-----------------------|--------------------------|
| Mr John Coman (Chair) | Secretary to the College |
| Professor Aidan Seery | Senior Tutor |

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| Professor Jürgen Barkhoff | Vice-Provost / CAO |
| Ms Katharine Murray | College Safety Officer |
| Ms Julia Carmichael | Chief Risk Officer |
| Professor Lorna Carson | Trinity Centre for Asian Studies |
| Mr David Marley | Campus Services Manager |
| Mr Mike Clark | Director of Campus Infrastructure |
| Dr David McGrath | Director of College Health Service |
| Mr Peter Hynes | Head of Business Support & Planning (AR) |
| Ms Laura Beston | President of TCD SU |
| Ms Shaz Oye | President of TCD GSU |
| Dr Roja Fazaeli | Warden of Trinity Hall |
| Ms Hazel Kinmonth | Residential Administrator, Accommodation |
| Ms Louise Staunton | International Student Experience & Global Officer Co-Ordinator |
| Professor Kevin Mitchell | Senior Lecturer/Dean of Undergraduate Studies |
| Ms Sally-Anne Fisher | Head of Communications |
| Ms Natalia Czachowicz | Residential Operations, Accommodation |
| Professor Philip Coleman | Registrar of Chambers |
| Ms Jessie Shearer Kurtz | Deputy Librarian |
| Ms Mary Leahy | Employee Relations, Human Resources |
| Mr Matthew Dossett | Deputy Head of Sport and Recreation |
| Professor John Gormley | Professor in Physiotherapy |
| Ms Fedelma McNamara | Director of Internationalisation |
| Dr Clodagh Brook | Associate Vice-Provost for Equality, Diversity and Inclusion |
| Professor Nigel John Stevenson | Assistant Professor in Immunology |
| Ms Louise Ryan | Deputy Chief Financial Officer |
| Professor Neville Cox | Dean of Graduate Studies |
| Ms Michelle Tanner | Head of Sport and Recreation |
| Mr Patrick Magee | Director of IT Services |
| Ms Helen Shenton | Librarian and College Archivist |
| Mr Peter Dudley | Sub Librarian |
| Professor Kingston Mills | Professor of Biochemistry |
| Professor Thomas Rogers | Head of Clinical Microbiology |
| Professor Catherine Darker | Head of Public Health and Primary Care |
| Professor Colm Bergin | Professor in Clinical Medicine |
| Mr Lee Campbell | CSC Chair |
| Ms Liane Donnelly | Head of Central Events |
| Mr Neal Murphy | Director of Accommodation |
| Dr Declan Weldon | Deputy Director and Head of OCPKE |
| Ms Patricia Murphy | Acting Director, Student Counselling |
| Mr Brendan Leahy | Head of Facilities and Services |
| Ms Lee Mills | Head of Central & Distributed Support, IT Services |

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|---------------------------|---|
| Professor Orla Sheils | Dean of Health Sciences |
| Ms Leona Coady | Director of Academic Registry |
| Professor Juliette Hussey | Vice President for Global Relations |
| Mr James Palmer | Chief Risk Office Manager |
| Mr Tom Molloy | Director of Public Affairs & Communications |
| Ms Sharon Campbell | Deputy Head of Communications |
| Ms Breda Walls | Director of Student Services |
| Ms Ciara O'Shea | Media Relations Officer Public Affairs & Communications |
| Mr Tony Keohane | Commercial Revenue Unit |
| Ms Moira Bailey | Premises Services Manager |
| Mr Martin McAndrew | Postgraduate Support Officer, Senior Tutor's Office |
| Ms Annemarie Naughton | Student Counselling Service |
| Dr Fiona Killard | Dean of Research Office |
| Mr Pat McDonnell | Head of Estates Strategy |
| Mr Kevin Sullivan | Deputy Warden, Trinity Hall |
| Ms Anne-Marie Looney | Accommodation Manager, Trinity Hall |
| Dr David McGrath | Director of College Health Service |

The Group may invite other colleagues to attend for all or part of its meetings.

APPENDIX 8

COVID-19 ADMISSIONS SUB-GROUP – TERMS OF REFERENCE

The role of this group is to track the impact of the Coronavirus on projected growth in prospective student numbers and revenue for Academic year 2020/21 outlined in GRSIII and other business plans.

The group will track and highlight data related to changes in admissions numbers; develop plans for a flexible approach within the terms of admissions policy to support students seeking to meet entry requirements; ensure rapid response in decision making on applications and student queries; develop a proactive internal and external communications strategy related to admissions with clear guidelines for both incoming students and staff.

The Coronavirus Admissions Sub-Group will be chaired by the VPGR.

Members of the Group should include:

- VPGR
- Dean of Graduate Studies
- Senior Lecturer
- Associate Director - Student Recruitment/Director Of Internationalisation
- Head of Operations, Academic Registry
- Head of Services, Academic Registry
- Applications and admissions lead, Academic Registry
- E3 Business Development Manager
- Business School
- Head of School of Linguistics (CELLT)

The Associate Director - student recruitment will act as secretary to the group

The Sub-group will:

- Meet on a weekly basis to confirm actions and track progress
- Report to main Coronavirus group on a weekly basis
- Review AR admissions reports to identify impact on application numbers (withdrawals, deferrals etc), confirm steps taken to engage with students pending application documents and other admissions challenges, track decision making times on applications and agree actions to address any delays
- Update on revisions to implementation of student recruitment strategy
- Report on service queries related to admissions coming from students and Trinity staff to Academic Registry, GRO and Schools and steps being taken to respond
- Report on targeted communications being sent out to students

APPENDIX 10

COVID-19 FINANCE SUB-GROUP - TERMS OF REFERENCE

1 Background

In the advent of the worldwide, Covid-19 pandemic, the University has activated its MEMT (Major Emergency Management Team) in order to co-ordinate the University's response to the crisis in a cohesive and integrated manner.

As part of this response, a University-wide Covid-19 Working Group has been established and includes a number of Sub-Groups focussing on the impact of the pandemic on such areas as prospective student recruitment and admissions, assessments and examinations, accommodation and finance.

The Finance Sub-Group has been convened at the request of the College Secretary as Chair of the University's Covid-19 Working Group.

2 Objectives

The Finance Sub-Group (of the Covid-19 Working Group) is tasked with identifying all matters impacting the financial affairs of the University arising from the pandemic, encompassing the areas of strategic financial planning, resource management and financial monitoring issues.

The Sub-Group will provide timely advice to the CFO and report to the Covid-19 Working Group in this regard.

3 Membership of the Group

The Finance Sub-Group is chaired by the Deputy Chief Financial Officer (as the CFO's nominee) and comprises representatives from:

- Global Office
- Commercial Revenue Unit
- Central Events
- Academic Registry
- Estates & Facilities
- Trinity Research & Innovation
- FSD (including representatives from Financial Planning, Project Appraisal, Procurement and Projects)

Representatives from other areas may be invited to join if considered relevant to assist in achieving the objectives of the Finance Sub-Group.

4 Functions

The main function of the Finance Sub-Group is to identify and collate the financial implications of the Covid-19 outbreak across the following headings:

- Current FY budget implications
- FY 20/21 budget implications
- Finance Operational issues
- Financial analysis / quantification of large-scale contingency risks

The Finance Sub-Group will provide summary updates on its progress to the College-wide Covid-19 Working Group.

Detailed financial impacts will be reported to the CFO and CRO, and for onward reporting as deemed appropriate by the CFO.

The Finance Sub-Group will identify and capture key financial risks and submit a risk register to the Chief Risk Officer.

The Finance Sub-Group will maintain an attendance record of its meetings.

APPENDIX 11

COVID-19 ACCOMMODATION SUB-COMMITTEE - TERMS OF REFERENCE

The Sub-Committee on Accommodation was initially set up to assess and track the impact of the coronavirus on Trinity College Dublin's owned and leased accommodation in Trinity Hall, the main College campus, Kavanagh Court and Binary Hub. The Sub-Committee oversees and advises College on developments in College accommodation arising as a result of the Covid-19 pandemic. One of the priorities of the Sub-Committee has been to protect and assess the well-being and health of students in residence. The Sub-Committee will also focus on the medium-long-term impact on accommodation, of the pandemic particularly in relation to current and prospective students. Presently the Sub-Committee on Accommodation is chaired by the Warden of Trinity Hall.

Membership of the Group will include but shall not be limited to: Warden of Trinity Hall; Head of Accommodation; Registrar of Chambers; Accommodation Officer, Trinity Hall; Representative of College Health; College Counselling Representative; Head of Facilities and Services; Campus Service Manager; President of Student Union; President of Graduate Student Union; Representative of Global Relations, Representative of the Junior Dean.

The Sub-group will:

- Meet on a weekly basis to confirm actions and track progress.
- Report on students in residence, including numbers of students in various locations and their wellbeing
- Report to Covid-19 Working Group on a weekly basis.
- Identify the impact of COVID-19 on accommodation application numbers and assess timelines and grace periods for applications.
- Consider and contribute to communications being sent to students with accommodation implications or dimensions.
- Consider requests for use of College Accommodation in support of the national response to the COVID-19 crisis
- Scenario planning – examining the medium to long-term impacts of the pandemic situation on current and prospective students