



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

**Minutes of Board Meeting of 25 January 2017**

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|------------------------|---|
| <i>Present</i>         | Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor C Morash), Senior Lecturer/Dean of Undergraduate Studies (Professor G S Martin), Registrar (Professor P Murphy), Bursar/Director of Strategic Innovation (Professor V Campbell), Professor D Ahern, Professor S Alyn Stacey, Dr O Braiden, Mr S Collins, Professor S M Draper, Ms S Dunphy, Ms S Farrell, Dr D Fayne, Professor R Gilligan, Mr J Keogh, Mr T Keohane, Professor C Laudet, Professor B M Lucey, Mr K McNulty, Professor R Moss, Ms A Ní Lochlainn, Professor E O'Halpin, Professor D R Phelan, Professor A Seery, Professor R Timoney, Mr D Whelehan. |
| <i>Apologies</i>       | Professor C McCabe.   |
| <i>In attendance</i>   | Assistant Secretary to the College (Ms V Butler).   |
| <i>(ex officio)</i>    | Secretary to the College (Mr J Coman), Treasurer/Chief Financial Officer (Mr I Mathews).  |
| <i>(by invitation)</i> | Chief Operating Officer (Ms G Ruane), Vice-President for Global Relations (Professor J Hussey).   |

**SECTION A**

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| <b>BD/16-17/112</b> | <b>Statement of Interest</b><br>There were no statements of interest.  |
| <b>BD/16-17/113</b> | <b>Minutes - Meeting of 14 December 2016</b><br>The minutes of the Board meeting of 14 December 2016 were approved and signed subject to the following amendments:<br><br><b>Minute BD/16-17/088</b> amend the second and third bullet points to read as follows: <ul style="list-style-type: none"><li>• Some consideration should be given to the use of Fellows' Square including the possible provision of chains around the grassed area (as in New Square). Consideration should also be given to litter management and the current provision of bins in that area;</li><li>• The Bike to Work scheme and the annual commuter pass should be made available more frequently.</li></ul>   |
| <b>BD/16-17/114</b> | <b>Matters Arising from the Minutes</b><br>There were four matters arising as follows:<br><br><b>BD/16-17/088 Sustainability Report and Provost's Advisory Committee on Sustainability</b><br>The Provost advised the Board that he and the Registrar were progressing this item and that a draft work programme and proposed membership of the Provost's Advisory Committee on Sustainability were being prepared.<br><br><b>BD/16-17/089 Assurances required by Trustees of the Trinity Foundation</b><br>The Secretary to the College advised the Board that the subgroup of the Board is scheduled to meet with the Trustees of Trinity Foundation at their next meeting on 9 March 2017.<br><br><b>BD/16-17/092 2010 Consolidated Statutes</b><br>In response to comments from a Board member in relation to the Academic Year Structure, the |

Provost advised the Board that he is scheduled to address the Fellows on this matter on 1<sup>st</sup> February 2017. The importance of the support of the Students' Union for the amendment to the academic year structure to accommodate end of semester exams was noted. The benefit of detaching the proposal to introduce end of semester examinations from the proposal to amend the academic year structure was acknowledged.

It was agreed that the Board decision to commence the assents process on 30 January 2017 and close after three weeks will remain unchanged.

**BD/16-17/093 Increasing the Provision of Student Accommodation**

It was noted that the Chief Operating Officer is to revisit the capital projects reprioritisation exercise. The Chief Operating Officer provided an update on the two trailhead projects (Nassau Street Entrance and Regent House).

**BD/16-17/115 Provost's Report**

The Provost provided the Board with an update on his work in the past month under the following headings:

**(i) Preparation for Fundraising Campaign;**

The Provost advised the Board that plans for a public launch of the campaign were developing and that the business case for the campaign is being prepared for consideration by Executive Officers, Finance Committee and Board. He informed the Board that the Campaign Cabinet is to consider the possibility of redeveloping the Law School and how this project might be incorporated in to the case of support for the university as a whole. The Provost advised Board members that it is proposed to appoint an internal champion for each project. He concluded by summarising the proposed timeline for the campaign, noting that the public launch is planned for 2018, subject to prior Board approval.

**(ii) Brexit;**

It was noted that a taskforce is being convened to consider the implications of the United Kingdom's prospective withdrawal from the European Union for the university with a meeting of the group scheduled later in that week.

**(iii) Restructuring of Management Groups;**

The Provost advised the Board that the management structures reporting to the Provost had recently been revised, noting that the Executive Officers' Group is to now meet monthly with focus on strategic items and initiatives. The Chief Officers will now meet weekly and focus on routine and operational items of business. The Provost also advised that the Planning Group and the Capital Review Group are to continue to meet.

**(iv) Estates Strategy & Capital Projects;**

The Bursar, at the invitation of the Provost, informed the Board that much progress had been made on the Estates Strategy with a significant amount of data on space and the use of that space having been collected to date. In particular, an analysis of the space in the Arts Building had been conducted. She advised that a good level of engagement had been observed in relation to space planning for the E3 project. In relation to the proposed redevelopment of the TTEC site, the Chief Innovation and Enterprise Officer plans to bring an update to the Board for consideration in the coming months. The Bursar/Director of Strategic Innovation also informed the Board that other capital projects including the MV Project, the redevelopment of Oisín House and the Trinity Business School were progressing.

**(v) E3**

The Provost informed the Board that further academic and financial planning work on the E3 proposal was continuing. The Phase 1 proposal, to be based on the main campus and involving substantial extra student numbers, would be the first element to come to

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the Board for consideration.

At the invitation of the Provost, the Vice-President for Global Relations provided an update on the Global Relations Strategy. She informed the Board of some recent Global Relations' engagements in Asia and North America. She also noted that strategic partnerships with international universities including Thapar University and the University of Columbia were proving to be very beneficial, with an observed increase in applications being received by the university from international student recruitment.

Following comments from a Board member, the Treasurer/Chief Financial Officer agreed to brief Heads of School in relation to the financial statements and in particular the treatment of depreciation. He also clarified that while an aggressive suite of strategic projects was being pursued to generate income and improve the financial position there is on-going dialogue and review between all relevant parties to monitor performance.

#### **Action/Decision**

**116.1** It was agreed that the Treasurer/Chief Financial Officer is to liaise with the Vice-Provost/Chief Academic Officer to further brief Heads of School in relation to the financial position of the University and the financial statements.

#### **BD/16-17/116 Promotions and Progressions effective 2017/18**

*The Director of Human Resources attended for this item.*

##### **(i) Senior Academic Promotions and Junior Academic Progressions effective 2017/18**

The Provost welcomed the Director of Human Resources to the meeting. The Vice-Provost/Chief Academic Officer, with reference to his memorandum, dated 19 January 2017, advised Board members that in keeping with the previous Board decision, it is proposed to proceed with a round of Senior Academic Promotions while keeping within a prescribed financial envelope. He also advised the Board that the university remains obliged to observe the principles of the Employment Control Framework and that this had been taken in to consideration when preparing the proposal for academic promotion. The importance of the promotion process for career progression, in maintaining motivation, and recognising achievement was noted. The Vice-Provost/Chief Academic Officer also noted the importance of the promotion process in facilitating the retention of staff.

In response to a query from Board members, the Provost advised that the financial position of a school would not be considered by the Senior Academic Promotions Committee and that this proposal did not include posts which are to be philanthropically funded.

The dissent of Professor Phelan was noted.

##### **(ii) Professional, Administrative, Technical, Library and Support staff (Professional Staff): Progressions for 2017/18**

The Director of Human Resources advised Board members that the successor to the Employment Control Framework, the Delegated Sanction Agreement, was yet to be finalised. She proceeded to summarise the current career development opportunities for Professional staff and provided Board members with an analysis of recruitment competition data over a two year period (2014/15 and 2015/16).

The Director of Human Resources recommended to the Board that the Administrative, Library and Technical Committees only carry out reviews in 2016/17 where existing contractual obligations arise. She also advised the Board that a job evaluation proposal is in development in HR and is to be considered by the Human Resources Committee in April 2017.

Following discussion, the importance of consulting with all staff representative groups in relation to the job evaluation proposal was acknowledged. The Director of Human

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Resources clarified that two staff representative groups had already been engaged with in respect of this proposal and noted that she would continue to consult as appropriate.

The current pay restrictions imposed on the university was also noted as being problematic for the recruitment and retention of Professional staff and the current levels of morale of members of Professional Staff were acknowledged.

The dissent of Mr Keogh, Ms Dunphy and Ms Farrell was noted.

#### **Action/Decision**

- 116.1** The Board noted and approved the memorandum from the Vice-Provost/Chief Academic Officer dated 19 January 2017.
- 116.2** The Board noted and approved the memorandum from the Director of Human Resources dated 19 January 2017.
- 116.3** It was agreed that the Director of Human Resources is to consult with staff representative groups in relation to the job evaluation proposal and that the Chief Operating Officer will provide an update at the next meeting of the Board.
- 116.4** The final job evaluation proposal is to be brought to the meeting of the Board on 24 May 2017.

#### **BD/16-17/117 Proposed New Method for Strategic Hires**

*The Dean of Research and the Director of Human Resources attended for this item.*

The Provost welcomed the Dean of Research who introduced this item. The Dean of Research provided a summary for Board members of his memorandum, dated 18 January 2017, which had been circulated. He informed the Board of some of the issues which had been experienced in the recruitment of strategic appointments and outlined a proposed new method for strategic hires.

The Provost clarified that this proposal had been reviewed by, and agreed, with the Faculty Deans and opened the item for discussion and comment.

During discussion the following comments were noted:

- The need to include a teaching element in the proposed job specification for future strategic hires;
- Further consideration should be given to developing a method to support partners of strategic hires, as appropriate;
- Staff collegiality and public relations should be considered if adopting this new method;
- Further mechanisms to support the retention of existing staff, where appropriate, should be considered.

*The Vice-President for Global Relations left the meeting at this point.*

It was agreed that the proposal would be revised to reflect the comments received from Board members and the revised version is to be brought to the next meeting of the Board. The need to further engage with Heads of School during this revision was acknowledged.

*Mr Tony Keohane left the meeting at this point.*

#### **Action/Decision**

- 117.1** The Board considered the memorandum from the Dean of Research and Director of Human Resources dated 18 January 2017. The Board agreed with the overall principle of the proposal however, it was agreed that the Dean of Research is to redraft the proposal so that:

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- the reference to Established Chairs is removed;
- that a contribution to teaching is included as a requirement in the workload of any future strategic hires;
- an elected Board member is to be added to the composition of the Board Remuneration Sub-committee.

**117.2** This item is to be re-considered at the meeting of the Board on 22 February 2017.

The Provost thanked the Dean of Research and the Director of Human Resources for preparing the proposal, noting the potential to enhance the future reputation of the university.

The Provost thanked the Dean of Research and the Director of Human Resources and they left the meeting at this point.

**BD/16-17/118** **Visitors**  
This item was deferred.

**BD/16-17/119** **University Council**  
The Board noted and approved the draft Acta of the Council meeting of 18 January 2017.

**BD/16-17/120** **Any Other Urgent Business**  
There was no other urgent business.

## SECTION A.2

**BD/16-17/121** **Policy and Procedure on Engaging Externally Contracted Service Providers**

### Action/Decision

**121.1** The Board noted and approved the memorandum from the Secretary to the College dated 18 January 2017 and the Policy and Procedure on Engaging Externally Contracted Service Providers, subject to minor corrections.

In response to a comment from a Board member in relation to an external provider, the Treasurer/Chief Financial Officer agreed to liaise directly with the Board member on this matter.

## SECTION B

**BD/16-17/122** **Board Business**  
(i) Callover  
The Board noted the Board Callover from the meeting of 14 December 2016.

(ii) Outcomes  
The Board noted the Board Outcomes from the meeting of 14 December 2016.

**BD/16-17/123** **Quality Committee**  
The Board noted and approved the draft minutes of the meeting of 1 December 2016.

**BD/16-17/124** **Equality Committee**  
The Chair of the Equality Committee drew the Board's attention to those minutes of particular relevance to the Board.

The Board noted and approved the draft minutes of the Equality Committee meeting of 5 December 2016 and approved the proposal that Junior Freshman and Senior Freshman students are now to be referred to as Junior and Senior Fresh Students and/or Freshers.

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**BD/16-17/125 Finance Committee**

The Treasurer/Chief Financial Officer drew the Board’s attention to those minutes of particular relevance to the Board. The Board noted and approved the draft minutes of meeting of 19 December 2016.

**SECTION C**

**BD/16-17/126 Higher Degrees**

The Board noted Higher Degrees, circulated, approved by the sub-committee of Board and Council on 18 January 2017.

**BD/16-17/127 Sealings**

The Board noted the sealings as circulated, and attached as Appendix 1 to this Minute.  
**This information is restricted due to commercial sensitivity.**

**BD/16-17/128 FSD Annual Report 2015-16**

The Board noted and approved the Report as circulated.

**BD/16-17/129 Trinity Ball 2018**

The Board noted and approved the Memorandum from the Secretary to the College, circulated, dated 16 January 2017.

**BD/16-17/130 Associated Companies – Reports of Directors**

The Board noted and approved the Memorandum from the Secretary to the College, circulated, dated 18 January 2017.

**BD/16-17/131 Extension of term – Head of School of Medicine**

The Board noted and approved the Memorandum from the Dean of the Faculty of Health Sciences, Professor Mary McCarron, circulated, dated 16 December 2016.

**BD/16-17/132 Prizes and Awards: Constantia Maxwell Scholarship**

The Board noted and approved the Memorandum from the Dean of Arts, Humanities and Social Sciences, circulated, dated 10 January 2017.

**SECTION D**

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

Signed: .....

Date: .....