



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

**Minutes of Board Meeting of 24 May 2017**

<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, Ms S Dunphy, Dr D Fayne, Professor R Gilligan, Mr J Keogh, Mr T Keohane, Professor B M Lucey, Professor C McCabe, Mr K McNulty, Ms A Ní Lochlainn, Professor E O'Halpin, Professor D R Phelan, Professor A Seery, Professor R Timoney.
<i>Apologies</i>	Professor S M Draper, Ms S Farrell, Professor C Laudet, Professor R Moss, Mr D Whelehan.
<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**

**BD/16-17/247 Statement of Interest**

The Secretary to the College advised that a potential conflict of interest had been identified for Professors Campbell, Hussey, Martin, Morash, Murphy, Timoney and Seery in relation to Agenda item A.9 Annual Officers as their names would be included in the nominations. He advised the Board that he had discussed the matter with those members, and recommended that they should leave the meeting for this item. This recommendation was accepted by the Board.

Mr Shane Collins declared a potential conflict of interest in relation to Agenda item C.21 Graduate Students' Union as it referred to his re-election as Graduate Students' Union - President. The Secretary to the College advised the Board that he had discussed the matter with Mr Collins, and recommended that he should leave the meeting for this item. This recommendation was accepted by the Board.

**BD/16-17/248 Minutes - Meetings of 22 March 2017 and 19 April 2017**

The Board approved the final amendment to the minutes of the meeting of 22 March 2017 and the minutes of the meeting of 19 April 2017 were approved and signed.

**BD/16-17/249 Matters Arising from the Minutes**

There were no matters arising.

**BD/16-17/250 Provost's Report**

**(i) College Green Plaza**

The Provost invited the Bursar and Director of Strategic Innovation and Mr Greg Power, Head of Capital Projects and Planning, Estates and Facilities, who joined the meeting for this item, to provide the Board with an update on the proposed plaza at College Green. The Bursar/Director of Strategic Innovation introduced the item noting that a meeting is scheduled with the Chief Executive of Dublin City Council in the coming week to discuss this item. She advised that the likely start date of the project is January 2018 and that it is envisaged that the project will move quite quickly.

Mr Power, with reference to his presentation which had been circulated, provided the Board with an overview of the proposed development of the plaza at College Green. He advised that the potential risk of flooding to the College arising from the project was currently being considered.

The Provost invited the views of Board members on this item which are to contribute to representations made to Dublin City Council on this matter.

During the course of the discussion the following comments were noted:

- The reduction in greenery, particularly in the early years due to tree removal and replacement;
- The importance of ensuring the site is appropriately managed;
- The potential of the site becoming known for anti-social behaviour;
- The likely increased demand on Trinity security and facilities;
- The positive opportunity this represents for Dublin to mirror other European cities that have plazas;
- The importance of maintaining existing access routes to the university;
- Clarity in relation to the possible travel routes from Pearse Street to Nassau Street is needed;
- Trinity should be actively engaged in the discussions on the plaza as there will be a significant impact on the university.

**Action/Decision 250.1** A response to the local authority is to be prepared taking in to account the views of Board members.

*Mr Power left the meeting at this point.*

*Professor Phelan joined the meeting at this point.*

**(ii) Brexit**

The Provost advised the Board that a taskforce has been established to examine the four main impacts of Brexit as follows:

- **Student mobility**  
The Provost advised the Board of some of the potential impacts on student mobility including a potential increase in inward mobility. He advised that the level of fees for students from Northern Ireland will need to be further considered. The Vice-President for Global Relations is to consider the implications of Brexit on the Global Relations Strategy. The potential change in domestic demand and the likely impact on the Erasmus programme were also acknowledged.
- **Research**  
The access to EU funding and the potential impact on the quality of research was acknowledged. The Provost advised of the importance of maintaining existing research relationships and the opportunity to build new relationships arising from LERU was noted.
- **Public Affairs**  
It was noted that the Director of Public Affairs and Communications is considering this aspect with the possibility of holding a symposium on the impact of Brexit on Higher Education being explored. There is also active discussion with the University of Ulster and Queen's University on the matter.
- **Partnerships**  
All EU and International consortia are being reviewed, both in terms of research and teaching and the possible need for new partnerships is being considered.

The importance of determining the view of the Minister of Education and Skills and of co-ordinating a sectoral response to many of the issues was acknowledged.

*Professor Alyn-Stacey joined the meeting at this point.*

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**BD/16-17/251 Trinity Investment Appraisal**

The Provost welcomed Mr Alan Gray, Indecon Economic Consultants, who joined the meeting for this item. With reference to his presentation which had been circulated, Mr Gray provided the Board with an overview of a review which he had conducted in relation to the evaluation of Trinity investments. In particular, he invited Board members' attention to the 8 main recommendations arising from the review. He advised the Board that where projects are commercially viable, and where they can be implemented without preventing other projects proceeding, they could be considered separately.

Responding to queries from Board members in relation to non-commercial projects, Mr Gray suggested that an economic cost benefit appraisal of all activity on occasion may be useful for the university. He also advised that changes to the scope of projects should be reviewed to determine the scale of the change and that in some such instances the whole project may require new analysis and planning.

In relation to the process by which projects should be prioritised, Mr. Gray advised that the range of projects should be considered in respect of any financial constraints and that decisions should be based on the net present value of each project.

The Treasurer/Chief Financial Officer welcomed the recommendations and noted that the Financial Services Division does assist in preparing robust business cases for projects and that an increase in rigour applied to these projects had been observed. The importance of implementing these recommendations in the future planning of strategic investments was noted. Mr Gray agreed noting that there had been an improvement in the monitoring and approval of business cases and investment opportunities in the university and that the university was in a good position.

The Provost thanked Mr Gray who left the meeting at this point.

**Action/Decision**

**122.1** The Board received a report from Mr Alan Gray, Indecon Economic Consultants and approved the recommendations contained within.

**BD/16-17/252 Trinity Business School Quarterly Report**

*Project Sponsor, Professor Gerard Lacey, Steering Committee Chair Mr Mervyn Greene and Independent Board Monitor, Mr Leo Harmon, attended for this item.*

The Project Sponsor invited the Board's attention to a brief video which showed an overview of the work recently carried out on the site of the business school. He advised that a slight delay had been recently encountered due to weather conditions. It is envisaged, however, that the building works will reach ground level by the end of June, which will significantly reduce the risks to the project. Professor Lacey also advised the Board that a revision to the entrances for the building may result in an increase in costs being incorporated in to the overall project budget, part of which will ideally be met by incremental savings as the project progresses.

The Chair of the Steering Committee informed the Board that as works reach ground level the project will progress at a faster rate. He advised the Board of the importance of ensuring that risks such as changes to specification are monitored and controlled to ensure a creep in budget is avoided.

The Independent Monitor, with reference to his report which had been circulated, informed Board members that the revision to the entrances for the building may require planning permission and that this will be managed appropriately if required. He acknowledged that this is a complex and demanding project but that the project team, the contractor and the Project Board were working well together. He also advised that the client brief and support for the

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project were good with any potential risks being acknowledged and controlled.

Responding to a query from a Board member, Professor Lacey advised that it is proposed to have the two entrances in use, with both being monitored by an active security presence.

The disturbance to staff in the university from this, and other building projects, was acknowledged and the Project Sponsor noted that disturbance levels will significantly decrease as the demolition phase is now complete and the project progresses.

The Provost thanked the Project Sponsor, Professor Gerard Lacey, Steering Committee Chair Mr Mervyn Greene and Independent Board Monitor, Mr Leo Harmon, who left the meeting at this point.

#### **Action/Decision**

**252.1** The Board considered and approved the project update from the Project Sponsor, Professor Gerard Lacey and the Steering Committee Chair Mr Mervyn Greene.

**252.2** The Board considered and approved the Independent Monitor Report from Mr Leo Harmon.

#### **BD/16-17/253 Report from the E-Voting Working Party**

The Registrar, with reference to her presentation which had been circulated, informed the Board that the E-Voting Working Party had examined current election practices, including cost and turnout, and explored options on how e-distribution and e-voting could be introduced, including identifying possible service providers. She also provided a summary of the benefits and risks associated with the introduction of e-voting. The Registrar invited the Board's attention to the recommendations arising from the work of the Working Party and, in particular, the proposal to conduct a pilot for the Fellows' Assents process in the election of new Fellows 2018. She advised that this pilot would see the e-distribution of papers and that a paper-based system would run in parallel where Fellows would have a choice as to how to return their assent. This would allow a trial of a custom designed electronic system with the back-up of a paper-based ballot as normal. Fellows would be consulted on the details of how the system operates and surveyed on their engagement and experience with the system, prior to further discussion by Board and consideration of further steps.

In response to a query from a Board member, the Registrar advised that the implementation of the recommendations was a decision for the Board and if agreed there would be consultation with the Fellows in relation to the pilot and that the option to use a paper ballot return (as usual) or an electronic return (or indeed both) would form part of that pilot. Fellows are therefore not obliged to change their practice within the pilot but are invited to participate and give their views.

The potential security risks associated with e-voting and the associated costs of the proposal were acknowledged as an important consideration. The report of the E-Voting Working Party presented a partial cost analysis which showed that the costs of e-voting provision in comparison to current costs are comparable, although the costs of core administrative work time to support the current system were not captured in the analysis. The Registrar advised that the Working Party had been very aware of the sensitivities about such a change and, as such, had suggested a trial in the first instance to inform how an electronic system would function. She also advised that the pilot would require a change to the wording of the Schedules of the Statutes which would be brought to a future meeting of the Board. Should e-voting be adopted more fully in the future, including for elections to the Board, this would require that appropriate facilities be made available to weekly-paid staff.

*The abstention of Professors Alyn-Stacey and Phelan on the proposal was noted.*

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**Action/Decision**

**253.1** The Board noted the memorandum from the Registrar dated 15 May 2017 and the attached report.

**253.2** The Board considered and approved the proposal for the e-voting pilot.

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

**BD/16-17/254 Annual Officers 2017-18**

*This item was considered at this point.*

*Professors Campbell, Hussey, Martin, Morash, Murphy, Timoney and Seery left the meeting for this item.*

The Board noted and approved the nominations to Annual Office as presented in the memo from the Provost, dated 24 May 2017, which was tabled, subject to the correction of the title to Associate Dean of Undergraduate Science Education. The Provost advised the Board that the roles of Senior Dean and Associate Dean of Online Education would be considered at the next meeting of the Board.

The Provost, on behalf of the Board, extended thanks to Professor Ciaran Brady for his contribution to the role of Community Liaison Officer.

*Professors Campbell, Hussey, Martin, Morash, Murphy, Timoney and Seery re-joined the meeting at this point.*

**BD/16-17/255 Trinity Technology and Enterprise Campus**

*The Chief Innovation and Enterprise Officer, Dr Diarmuid O’Brien joined the meeting for this item.*

The Chief Innovation and Enterprise Officer, with reference to his presentation which had been circulated, provided the Board with an update on the opportunity to develop the Trinity Technology and Enterprise Campus (TTEC). While outlining the proposed vision for the site, Dr O’Brien noted the opportunity for Trinity to develop new infrastructure that will meet the future requirements of the university while also enabling a transformation in Dublin and Ireland’s positioning as a global leader in innovation. Dr O’Brien informed the Board that a TTEC development project has been approved through the Capital Review Group and summarised the high level project risks. It was noted that formal approval would be requested from the Board at a later date when a full business case is developed.

The Provost thanked Dr O’Brien and opened the item for discussion and questions.

Responding to queries from Board members, Dr O’Brien noted that it is proposed to include additional student accommodation in the development and clarified the relationship between the university and one of the industry partners in the project. The Provost advised the Board that this development is considered to be an extension of the current campus, with Trinity very much to the fore of all aspects of the project.

During further discussion the following items were noted:

- The contribution that can be made by members of staff from all three faculties;
- The importance of ensuring appropriate leases and contracts are entered in to;
- The wider ecological benefits and potential benefits to the city as a whole should be emphasised;
- The importance of maximising the use of the area and building accordingly.

It was also noted that the building currently occupied by the National Academy of Dramatic Art (The Lir) is to be redeveloped as part of this project to facilitate its space requirements.

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The Provost thanked the Chief Innovation and Enterprise Officer who left the meeting at this point.

**Action/Decision**

**255.1** The Board received the update from the Chief Innovation and Enterprise Officer, Dr Diarmuid O'Brien.

**BD/16-17/256 Strategy for Public Affairs and Communications 2017-19**

*The Director of Public Affairs and Communications, Mr Tom Molloy, joined the meeting for this item.*

The Director of Public Affairs and Communications, with reference to his presentation which had been circulated, provided the Board with a summary of the proposed strategy for Public Affairs and Communications for the university noting the six main objectives of the strategy as follows. He advised the Board that there had been consultation with both internal and external parties and that with a period of political change both in Ireland and globally, it is timely to enhance Trinity's reputation and to maintain good external and internal communications.

The Board welcomed the strategy and during the course of a discussion on this item the following issues were noted:

- That implementation of the strategy will require input from each of the three Faculties;
- Internal expertise and resources, students and staff, could assist with the implementation of the strategy;
- The importance of trying to maximise opportunities in the Chinese market.

Responding to queries from Board members, Mr Molloy advised that a business case for the strategy will be brought to a future meeting of the Planning Group. The Provost thanked the Director of Public Affairs and Communications who left the meeting at this point.

**Action/ Decision**

**256.1** The Board received a briefing on the Strategy for Public Affairs and Communications 2017-19 from the Director of Public Affairs and Communications, Mr Tom Molloy.

**256.2** It was noted that a business case for the strategy will be brought to a future meeting of the Planning Group.

**BD/16-17/257 The 2010 Consolidated Statutes**

**(i) Schedule 2 to the Chapter on Committees re: Board**

The Registrar advised the Board that, in keeping with a previous Board decision, it is proposed to amend the 2010 Consolidated Statutes (Schedule 2 to the Chapter on Committees) to enable the establishment of the Remuneration Committee as a Compliance Committee of the Board. She further advised that a full terms of reference for this committee was for noting and approval in section C of the agenda.

**Action/ Decision**

**257.1** The Board approved the proposed addition to the Schedule of the Statutes.

**(ii) Minor Changes to Chapters and Changes to Schedules**

The Registrar advised the Board that pursuant to the 2010 Consolidated Statutes, Introduction Chapter, Section 6 (1) and (2) Board members are asked to approve by decree the corrections to text which occur in various Chapters to the Statutes and pursuant to the Introduction Chapter, Section 13(2) to make regulations to amend alter, add to or repeal the schedules.

**Action/ Decision**

**257.2** The Board approved by decree the corrections to the Chapters and approved the amendments and additions to the Schedules.

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**BD/16-17/258 The Trinity Branding Document and The Trinity Visual Identity Handbook**

*The Interim Director of Marketing, Mr Kevin Ennis, joined the meeting for this item.*

Mr Ennis, with reference to the two documents which had been circulated, provided the Board with an overview of the vision and values that contribute to the perception of Trinity as an organisation. He noted that there is a responsibility to manage the reputation of the university and proposed some of the key messages that will enable this to be done in a cohesive and consistent manner. Mr Ennis advised the Board that the handbook had been prepared and approved by a working group chaired by the Vice-President for Global Relations. He also noted that Trinity's identity initiative is specifically mentioned as a deliverable of the Strategic Plan. The Provost thanked Mr. Ennis and opened the item for discussion.

In response to comments from Board members, Mr Ennis advised that the issue of signage for all Trinity buildings was currently being examined and the Registrar confirmed that a sub-group is to meet in the coming weeks to consider the issue of signage.

Following queries from Board members, it was noted that a template for email signatures is currently available on the Identity Management website and Mr Ennis agreed to liaise with one Board member in relation to a template for the sign-off on research papers.

The Provost thanked Mr Ennis noting that the Trinity Identity project was now concluded.

**Action/Decision**

**258.1** The Board approved the Trinity Branding Document and The Trinity Visual Identity Handbook for publication.

**258.2** The Board noted that the Trinity Identity Management project had now concluded and that the Trinity Visual Identity Handbook is to be adopted for all relevant business in the university.

**BD/16-17/259 University Council**

The Board noted and approved the draft Acta of the Council meeting of 10 May 2017.

**BD/16-17/260 Any Other Urgent Business****Dean of the Faculty of Engineering, Mathematics and Science**

The Provost informed the Board that the Dean of the Faculty of Engineering, Mathematics and Science was appointed under the Internal Appointments procedure, and is therefore subject to re-appointment on an annual basis in the same manner as the Annual Statutory Officers. The Board approved the re-appointment of Professor Vinny Cahill as the Dean of the Faculty of Engineering, Mathematics and Science for a 12-month period.

**Action/Decision**

**260.1** The Board approved the re-appointment of Professor Vinny Cahill, as Dean of the Faculty of Engineering, Mathematics and Science for a period of 12 months.

**SECTION A.2****BD/16-17/261 Absence Management Policy**

*The Director of Human Resources, Ms Kate Malone, joined the meeting for this item.*

The Director of Human Resources provided an overview of this policy to Board members. Following comments from Board members, Ms Malone clarified that this policy had been considered by the Human Resources Committee and was intended to manage instances of absences due to sick leave.

Following further comments from Board members it was agreed that further revisions to the

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policy were required and that the final version is to be brought to the next meeting of the Board.

#### **Action/Decision**

**261.1** The Board considered the draft policy from the Director of Human Resources dated 3 April 2017. It was agreed that the policy should be further revised and the final version brought to a future meeting of the Board.

### **SECTION B**

#### **BD/16-17/262 Board Business**

##### **(i) Callover**

The Board noted the Board Callover from the meeting of 19 April 2017.

##### **(ii) Outcomes**

The Board noted the Board Outcomes from the meeting of 19 April 2017.

#### **BD/16-17/263 Estates Policy Committee**

The Chair of the Estates Policy Committee drew the Board's attention to those minutes of particular relevance to Board members. In relation to draft minute EPC/17-17/015 Update on Estates Policy, the Chair of the Committee highlighted the Committee's decision to accept the recommendation from the Bursar that all teaching rooms regardless of location be visible on CMIS by December 2017. The Board noted and approved the draft minutes of the meeting of 28 April 2017.

#### **BD/16-17/264 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 the meeting of 3 May 2017.

Following a query from a Board member in relation to the financial sustainability of Trinity Research Institutes, it was agreed that the Dean of Research is to provide an update in respect of this item for the next meeting of the Finance Committee.

In response to queries from a Board member in relation to the residential rents increase, the Treasurer/Chief Financial Officer clarified that the Board had delegated the authority to set residential rents to the Finance Committee. He advised the Board that this item had been robustly discussed by the Finance Committee and that the dissent of the two student representatives on the committee had been recorded. Responding to further comments from the Board member the Treasurer/Chief Financial Officer noted that part of the additional funds raised through this increase would be used for the maintenance and refurbishment of the residential space in the university to maintain the stock of rooms to the appropriate standard. The Provost advised that the agreed increase was the outcome of the discussion at the Finance Committee and represented a reduction in the percentage increase in 2017/18 and 2018/19 which had originally been proposed.

#### **Action/Decision**

**264.1** The Board noted and approved the draft minutes of the meeting of 3 May 2017.

**264.2** The Dean of Research is to provide an update in relation to the financial sustainability of Trinity Research Institutes to the Finance Committee.

*The dissent of Prof Alyn-Stacey was recorded in relation to minute FN/16-17/106.*

#### **BD/16-17/265 Human Resources Committee**

The Chair of the committee provided Board members with a summary of the main items of relevance to Board members. The Board noted and approved the draft minutes of meeting of

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13 April 2017.

**BD/16-17/266 Quality Committee**

The Vice-Provost/Chief Academic Officer provided Board members with a summary of the main items of relevance to Board members. Speaking in relation to the review of the Confederal School of Religions, Peace Studies and Theology, he advised Board members that as part of implementing the recommendations of the review a process of engagement with the relevant Trusts has commenced. The Vice-Provost/Chief Academic Officer noted that the existing Memoranda of Understanding in relation to the Trusts would have to be acknowledged and honoured in the implementation process. The Board noted and approved the draft minutes of meeting of 20 April 2017.

**BD/16-17/267 University Safety Committee**

The Board noted and approved the minutes of the meeting of 20 October 2016 and the draft minutes of 27 March 2017.

**SECTION C**

**BD/16-17/268 Board Membership – Graduate Students’ Union**

*Mr S Collins left the meeting for this item which was considered following item A.9 Annual Officers 2017-18.*

The Board noted that Mr Shane Collins had been re-elected as President of the Graduate Students’ Union for 2017-2018 and would serve as a member of the Board in 2017-2018.

**BD/16-17/269 Third Irish Language Scheme**

- (i) The Board noted the Irish translation of the Third Irish Language Scheme, as circulated (BD/16-17/193 refers).
- (ii) The Board noted the Memorandum from the Secretary to the College, circulated, dated 17 May 2017.

**BD/16-17/270 Remuneration Committee – Terms of Reference**

The Board noted and approved the Memorandum from the Secretary to the College, circulated, dated 23 May 2017.

**BD/16-17/271 Higher Degrees**

The Board noted Higher Degrees, as circulated, approved by the sub-committee of Board and Council on 10 May 2017.

**BD/16-17/272 Heads of School**

**(i) Nursing and Midwifery**

The Board noted and approved the Memorandum from the Dean of Health Sciences, circulated, dated 12 April 2017.

**(ii) Pharmacy and Pharmaceutical Sciences**

The Board noted and approved the Memorandum from the Dean of Health Sciences, circulated, dated 13 April 2017.

**(iii) Extension of term – Interim Head of School of Medicine**

The Board noted and approved the Memorandum from the Dean of Health Sciences, circulated, dated 3 May 2017.

**(iv) Biochemistry and Immunology**

The Board noted and approved the nomination of Professor Ed Lavelle as the Head of School of Biochemistry and Immunology for a three-year term from 3rd July 2017.

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- (v) Computer Science and Statistics**  
The Board noted and approved the nomination of Professor Carol O’Sullivan as the Head of School of Computer Science and Statistics for a three-year term from 3<sup>rd</sup> July 2017.
- (vi) Chemistry**  
The Board noted and approved the nomination of Professor Mike Lyons as the Head of School of Chemistry for a three-year term from 3<sup>rd</sup> July 2017.
- (vii) Education**  
The Board noted and approved the nomination of Professor Andrew Loxley as the Head of School of Education for a three-year term from 3<sup>rd</sup> July 2017.
- (viii) Histories and Humanities**  
The Board noted and approved the nomination of Professor Christine Morris as the Head of School of Histories and Humanities for a three-year term from 3<sup>rd</sup> July 2017.
- (ix) Genetics and Microbiology**  
The Board noted and approved the nomination of Professor Charles Dorman as the Head of School of Genetics and Microbiology for a second consecutive term of three years from 3<sup>rd</sup> July 2017.

**BD/16-17/273 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/16-17/274 Foundation Scholarship – ‘Seen’ papers**  
The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 13 May 2017.

**BD/16-17/275 Irish School of Ecumenics**  
The Board noted the following Irish School of Ecumenics Advisory Board Minutes:  
(i) 9 March 2015; (ii) 9 November 2015; (iii) 24 March 2016; (iv) 24 November 2016.

**SECTION D**

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

Signed: .....

Date: .....