

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 29 January 2014

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Senior Lecturer/Dean of Undergraduate Studies (Professor P Geoghegan), Registrar (Professor S P A Allwright), Bursar (Professor G J Lacey), Professor S D C Barrett, Professor M Bourcoche, Mr F Cowzer, Professor W J Dowling, Professor E Drew, Ms S Dunphy, Mr D Frost, Mr J Gallagher, Mr G J Garrahan, Mr S Garry, Professor H Gibbons, Professor R Gilligan, Mr R Kenny, Mr J Leahy, Mr T Lenihan, Professor J F McGilp, Professor N Marples, Professor C O'Farrelly, Professor D O'Neill, Professor M Ó Siochrú, Professor H J Rice.
<i>Apologies</i>	Vice-President for Global Relations (Professor J H Ohlmeyer).
<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>	Interim Chief Operating Officer (Ms G Ruane). Mr B Mallee, Director of Communications and Marketing (for BD/13-14/140) Professor E O'Dell, School of Law (for BD/13-14/140) Ms S MacBride, College Solicitor (for BD/13-14/147) Professor V Cahill, Dean of Research (for BD/13-14/142) Mr T McMahon, Director of Human Resources (for BD/13-14/144)

SECTION A

BD/13-14/136 Statement of Interest

The Provost requested Board members to declare any potential conflict of interest they may have in relation to any issues on the Board agenda. The Treasurer/Chief Financial Officer declared a statement of interest in relation to Item A.9(ii) Progress report on the Financial Services Division.

BD/13-14/137 Minutes

- (i) **Meeting of 11 December 2013**
The minutes of 11 December 2013 were approved.
- (ii) **Meeting of 22 January 2014**
The minutes of 22 January 2014 were approved and signed subject to two additions to BD/13-14/133 (iv) as follows:

- a) Include the word FIS so the sentence reads:
The Treasurer/Chief Financial Officer, in response to a query, emphasised the importance of tracking the benefits that are to be delivered from the key investment strategies such as FIS, GeneSIS and START and acknowledged that a significant body of work is to be conducted on this.
- b) Include the following line:
The increasing ratio of non-Exchequer: Exchequer generated funds and the flexibility this would provide to the College in relation to the spending of the non-Exchequer funds was noted. However, the Provost acknowledged that such increased non-Exchequer funding was a distinct question from that of any changes to the governance of the College.

BD/13-14/138 Matters Arising from the Minutes

The following Matters Arising were discussed and are recorded below. (See minutes BD/13-14/112 and BD/13-14/101 (ii) of the meeting of 11 December 2013.)

Annual Capitation Allocation

The Vice-Provost/Chief Academic Officer provided an update to Board regarding the process which was followed in deciding the annual capital allocation for 2013-14. The Vice-Provost/Chief Academic Officer acknowledged that the late notification of the allocation had caused some issues and confirmed that a pro-rata reduction will be implemented to address this matter.

It was noted that the budgetary process would be reviewed to provide for more input from capitated bodies and the Vice-Provost/Chief Academic Officer informed Board that the mechanism by which the annual capitation allocation is decided will also be reviewed.

Seanad Éireann

The Provost informed Board that he is to write to all eligible graduates to encourage them to register on the Seanad Éireann electoral register or to update their details as appropriate, to ensure the views of the TCD graduates in the University of Dublin constituency continue to be heard.

BD/13-14/139 Provost's Report

The Provost provided an update to the Board on the following items:

- (i) **Technological Universities Bill**
The Provost informed the Board of the recent publication of a general scheme for the Technological Universities Bill which would, if enacted, provide for a two stage process of merger of Institutes of Technology, followed by application for Technological University status. The Bill provided for the possible merger of Dublin Institute of Technology, Blanchardstown IT and Tallaght IT. If that merged entity then applied for and was granted Technological University status, a final name for the new technological university would then be decided. If that name were to include the words "University of Dublin", it would be opposed by the College.

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(ii) **Strategic dialogue meeting with the HEA to discuss the Draft Mission Based Performance Compact, 13 January 2014**

The Provost informed Board of the positive reception which the Trinity submission documents regarding the performance compact had received from the HEA. The Provost noted that he had emphasised to the HEA the evolving nature of this dialogue, with particular reference to the development and implications of the new Strategic Plan 2014-2019. The Provost also informed Board of the current focus of the HEA on "meeting Ireland's human capital needs" which does not wholly reflect the international elements of the work of the College, given that many of our graduates seek employment overseas and that approximately 20% of our current intake is comprised of international students.

(iii) **HEA Regional Cluster meeting, 22 January 2014**

With reference to this meeting, the Provost informed Board of the likelihood that the HEA will request a review of the TCD-UCD Innovation Alliance. It was also noted that the Regional Cluster will supersede the Innovation Alliance in that it will have a broader remit which will cover all elements of academic activity and include a greater number of partners, all of whom were referenced at the meeting. The Provost informed Board that the HEA have agreed that there should be a balance between collaboration and co-operation which is agreeable to all partners involved.

With reference to Initial Teacher Education, the Vice-Provost/Chief Academic Officer confirmed that a lot of work has been conducted to date and that formal details of the proposed governance structure will be finalised in the coming months.

In response to a query, the Vice-Provost/Chief Academic Officer confirmed that the HEA have requested that there be only one point of contact for the allocation of funds arising from the initiative and that the funds will then be reallocated to the individual partners on an FTE basis.

In response to a query from a Board member regarding the consideration being given to the quality of programmes to be delivered, the Provost informed Board that further discussions with the HEA regarding funding and quality are required.

It was noted that the Steering Council of the regional Cluster, of which the Provost is a member, will be accountable to Board. The governance of the cluster would comply with the cluster governance guidelines previously adopted by the Board.

BD/13-14/140 Trinity Identity Initiative - Proposal on popular usage of College name

The Director of Communications and Marketing and Professor E O'Dell attended for this item.

The Board noted the memorandum from the Director of Communications and Marketing, dated 22 January 2014, as presented.

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The Director of Communications and Marketing presented a summary of the findings of recent research which had been conducted amongst three stakeholders: the Irish adult general public, Trinity staff and Trinity students as part of the Trinity Identity Initiative. The four main objectives of the initiative were noted as follows:

- (i) Confirmation of a consistent visual identity;
- (ii) Creation of an identity toolkit;
- (iii) Development of a the Trinity narrative and core messaging;
- (iv) Consistency in the popular use of the name of the College.

Following extensive internal and external consultation and research, and conscious of the need for consistency in the popular use of the name of the College, the Director of Communications and Marketing proposed to Board that consistency was required in the popular use of the College's name. To that end, he proposed that this popular name be the following: Trinity College, the University of Dublin. He said this was the expressed preference of the Identity Initiative Steering Committee, chaired by the Provost. Professor O'Dell confirmed to Board that there is no statutory issue to constrain Board in deliberations on this proposal.

During the course of a discussion on this proposal, the following issues were noted: That significant consideration should be given to the implications of the proposed popular name change in domestic and international markets; The importance of retaining the ability to form a suitable acronym; Further consideration is required in relation to the impact a popular name change will have on the College's position in the various university rankings.

In response to a query in relation to the cost of the initiative and the resulting name change, the Director of Communications and Marketing confirmed that it is envisaged that a consistent visual identity across the College would ultimately result in savings through efficiencies and economies of scale in the provision of goods and services to College.

In response to a query, the Director of Communications and Marketing also confirmed that it is intended to retain the current arms of the College, and that greater clarity was required in the reproduction of the existing constituent components. He said the crest's historical integrity would be wholly retained while meeting the reproduction needs of modern communications platforms.

The Board welcomed the initiative and requested that the data compiled during the course of the quantitative research, which was summarised in the presentation as given by the Director of Communications and Marketing, be circulated to all for further consideration.

The Board, noting the importance of this discussion, requested that examples of the proposed visual identity and identity toolkit be brought to a future meeting for further discussion. The Director of Communications and Marketing is to work with colleagues to further explore the implications of the proposal for the College in relation to university rankings.

The Director of Communications and Marketing and Professor O'Dell left the meeting.

BD/13-14/141 Strategic Plan 2014-2019: The Trinity Education

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer and the Senior Lecturer/Dean of Undergraduate Studies dated 21 January 2014.

Providing an overview of this item, the Vice-Provost/Chief Academic Officer drew Board's attention to two background documents prepared by the Senior Lecturer/Dean of Undergraduate Studies which had been provided to attendees of the Trinity Global Graduate Forum.

The Board welcomed the memorandum and commended the Senior Lecturer/Dean of Graduate Studies for his work to date in relation to the Trinity Education strand of the new Strategic Plan 2014-2019.

During the course of a discussion the following issues were noted:

- (i) That Trinity students are excellent ambassadors for the College and should be further encouraged to participate in outreach activities;
- (ii) The need to ensure that education provided by College should equip students with the skills required to be successful in a life-long career;
- (iii) The importance of equipping students with leadership skills;
- (iv) The need to appropriately resource new teaching initiatives.

The Board also noted that the Strategic Planning Steering Group is carrying out a detailed analysis of threats, challenges, capabilities and opportunities which will provide the evidence base for further discussion of and decision on this issue at the Undergraduate Studies Committee and Council.

Mr J Gallagher was excused from the meeting at this point to attend the funeral of Mr Seán Flynn, former Education Editor of The Irish Times. The Board expressed their sympathy with the family of Mr Flynn.

BD/13-14/142 Annual Report of the Dean of Research, 2011-2012

The Board noted the Annual Report of the Dean of Research, 2011-2012 as presented by the Dean of Research, who attended for this item.

The Dean of Research drew the attention of the Board to the following highlights:

- (i) Recent upgrades to the Research Support System(RSS) and the importance of ensuring staff maintain up to date profiles on the system;
- (ii) Research highlights from the Schools and Trinity Research Institutes as listed in Chapter 5 will be available on the Dean of Research website;
- (iii) The inclusion of a new chapter specifically devoted to research centres (see Chapter 6);
- (iv) That while the value of new awards received in 2011-2012 of €67.1m represents a decrease of 40% on the previous year; data for the following year indicates that this trend reversed and that the value of new awards increased to €126m. (Full statistics are outlined in Chapter 7);
- (v) Trinity continues to benchmark well against other institutions in Ireland in winning competitive research funding with 44% of SFIs total funding for their investigators programme in 2012 being awarded to TCD.

After a discussion on the report, the following actions were agreed:

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- (i) The timing of the issuing of future reports closer to the year end is to be reviewed;
- (ii) Greater recognition should be given to the research outputs of those in the Arts, Humanities and Social Science disciplines;
- (iii) Research administrative processes are to be reviewed in light of Horizon 2020;
- (iv) A specific chapter on rankings would be added to future reports.

The Provost thanked the Dean of Research for a very comprehensive report.

The Dean of Research left the meeting.

BD/13-14/143 Estates Committee - Terms of Reference

The Board noted the memorandum from the Bursar/Director of Strategic Innovation, dated 22 January 2014, as presented.

The Bursar/Director of Strategic Innovation, referred to the Board decision that the proposal for reform of the Estates Committee would be re-considered by the Board in light of a subsequent response from the Estates Committee (BD/13-14/108). He informed Board that a working group formed by the Chair of the Estates Committee had since reviewed the proposed update and the Committee had developed the current draft as outlined in the memorandum.

In response to a query, the Bursar/Director of Strategic Innovation clarified that the Chief Operating Officer will act as Secretary to the Estates Committee as the estates of the College are expanding and as such it will be important for the Corporate Services Division to be fully aware of new initiatives.

The Board approved the reform of the Estates Committee and the proposed terms of reference for the Estates Policy Committee subject to two amendments:

- (i) 3. IV to read: At most two external members.
- (ii) 3. V to read: Three members of the College Community (at least one of whom shall be a student)

It was noted that the final terms of reference for the Estates Policy Committee will be brought to the February meeting of Board for noting under Section C and that a review of the implementation of the terms of reference will be conducted in 12 months.

BD/13-14/144 Promotions

The Director of Human Resources attended for this item. The Board noted the Memorandum from the Vice-Provost/Chief Academic Officer and Director of Human Resources, as presented.

The Vice-Provost/Chief Academic Officer drew the attention of the Board to the proposal to initiate a round of promotions in College having due regard to economic factors and the Employment Control Framework implications as they apply to promotions.

In response to a query, the Vice-Provost/Chief Academic Officer confirmed that it is proposed to issue a call for promotion for Administrative and Support Staff in this proposed round.

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The Board approved the recommendations as outlined in the memorandum, noting the proposed quota for senior academic promotions, and that a call for promotion is to be initiated.

The Board requested that all documents coming forward for discussion at Board be accurate and complete so as to meaningfully inform decision making.

The Director of Human Resources left the meeting.

BD/13-14/145 Quality

- (i) **Implementation Plan for the Library;**
- (ii) **Progress Report for the Financial Services Division.**

This item was deferred to the meeting of Board on 26 February 2014.

BD/13-14/146 University Council

The Board confirmed the Acta of the University Council of the meeting of 15 January 2014.

In relation to minute CL/13-14/073 it was noted that the School of Physics and the Senior Lecturer/Dean of Undergraduate Studies are exploring the possibilities in relation to the provision of final year projects for students taking the B.A. (Mod) Theoretical Physics.

BD/13-14/147 Any Other Urgent Business

The Senior Lecturer and the College Secretary withdrew for the following item.

Student case

Under Any Other Urgent Business, the College Solicitor, present by invitation, invited Board's attention to a memorandum, dated 29 January 2014, which had been tabled at the meeting. She advised Board of the findings of a Working Group which had been established to assess a potential risk to the College relating to a student case.

Following a brief discussion, the Board noted and approved the recommendation of the Working Group as presented. The Provost thanked the College Solicitor.

The Senior Lecturer and the College Secretary re-joined the meeting.

BD/13-14/148 Board Business on BoardPad

The Secretary informed the Board of a pilot currently being conducted at meetings of Executive Officers in relation to the use of the BoardPad software application and i-Pads for document circulation and meeting facilitation. If recommended by Executive Officers this application would then be considered by the Board to facilitate meetings of the Board.

It was agreed that a review of Board members requirements in relation to document circulation and accessibility would be conducted by the Secretary's Office.

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Section B

BD/13-14/149 Board Business

- (i) **Callover**
The Board noted the Callover from the meeting of 11 December 2013 as circulated.
- (ii) **Outcomes**
The Board noted the Board Outcomes, as circulated.

BD/13-14/150 Audit Committee

The Board noted and where a decision was required, approved the draft Minutes of meeting of 14 January 2014.

BD/13-14/151 Estates Committee

The Board noted and where a decision was required, approved the draft Minutes of meeting of 13 January 2014.

BD/13-14/152 Finance Committee

The Board noted and where a decision was required, approved the draft Minutes of meeting of 18 December 2013.

In response to a query in relation to Action 41.1, the Vice-Provost/Chief Academic Officer confirmed that the review of the GRS Strategy and an update of the targets as appropriate is a priority for Planning Group.

In relation to minute FN/13-14/51 the Secretary confirmed that the Board of Molecular Medicine Ireland was actively addressing any potential risks as outlined in its recent audit report.

BD/13-14/153 Library and Information Policy Committee

The Board noted and where a decision was required, approved the draft Minutes of meeting of 25 November 2013, subject to the amendment of minute LIPC/13-14/02 to read: Implementation of review of Cookie Policy.

In response to a query the Vice-Provost/ Chief Academic Officer confirmed that the College is actively engaged in the process to recruit a Librarian and College Archivist and that should this recruitment process be unsuccessful, that an alternative strategy is in place to ensure adequate resourcing of the position. The Vice-Provost/Chief Academic Officer also confirmed that recent cost overruns in the Library budgets were being examined in detail.

Section C**BD/13-14/154 Board Elections 2014**

The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 22 September 2014.

BD/13-14/155 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 15 January 2014, as circulated.

BD/13-14/156 Disciplinary Panel (Academic Staff)

The Board noted and approved the nomination of Ms Cliona Kimber, BL (current Deputy Chair) as Chair of the Disciplinary Panel (Academic Staff) with immediate effect for a period of three years and further noted that this nomination had been approved by the Academic Staff Association.

BD/13-14/157 Permissions - Library - Loan of Manuscript to Science Gallery

The Board noted and approved a memorandum from the Acting Librarian, circulated, dated 8 January 2014.

BD/13-14/158 Prizes and Other Awards - Studentships in Medicine

The Board noted and approved a memorandum from the School of Medicine, circulated, dated 2 January 2014.

BD/13-14/159 Sealings

The Board noted Sealings, as circulated.

BD/13-14/160 Related Entity Financial Reporting

The Board noted and approved a memorandum from the Chief Financial Officer, circulated, dated 22 January 2014.

BD/13-14/161 Financial Services Division 2012-2013 Annual Report

The Board noted to note the Financial Services Division Annual Report for 2012-2013, available at the link below:

[FSD Annual Report 2012/13 DRAFT](#)

BD/13-14/162 Dates for the Almanack 2014-2015

The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 14 January 2014.

BD/13-14/163 Science Gallery International -University of Melbourne

The Board noted and approved a memorandum from the CEO of Science Gallery International, circulated, dated 21 January 2014.

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BD/13-14/164 Tutorship

The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 20 January 2014.

BD/13-14/165 Headship of the School of Medicine

The Board noted and approved the election of Professor Paul Browne as Head of the School of Medicine, for three years from 20 January 2014 to 20 January 2017.

Section D

In compliance with the Data Protection Acts this information is restricted

Signed:

Date:

Sealings

8 November 2013

The Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Aviva Insurance Europe SE to the Minister for Finance

General Bond with reference to the importation of goods (PI F-206.S Hexapod Precision Alignment System)

The Seal of the College was put in to a General Bond with reference to the importation of goods (PI F-206.S Hexapod Precision Alignment System) between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Aviva Insurance Europe SE to the Minister for Finance.

8 November 2013

Tesco Express Store, Trinity Central, Pearse Street, Dublin 2 Agreement for Lease

- (a) The Seal of the College was put in duplicate to an Agreement for Lease between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Tesco Ireland Limited Limited, Gresham House, Marine Road, Dun Laoghaire in respect of building located at Trinity Plaza, Pearse Street, Dublin 2.
- (b) The Seal of the College was put in duplicate to a Lease between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Tesco Ireland Limited Limited, Gresham House, Marine Road, Dun Laoghaire in respect of building located at Trinity Plaza, Pearse Street, Dublin 2.

9 December 2013

Retail Unit A, Trinity Central, Pearse Street, Dublin 2 Letting to DHL Express (Ireland) Limited

- (i) The Seal of the College was put in duplicate to an Occupational Lease between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and DHL Express (Ireland) Limited for Retail Unit A (without car parking), Trinity Central, Pearse Street, Dublin 2;
- (ii) The Seal of the College was put in duplicate to a Licence to Fit Out between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and DHL Express (Ireland) Limited for Retail Unit A, Trinity Central, Pearse Street, Dublin 2.

13 January 2014

Agreement between the Founding Institutions Relating to the Establishment of Uversity

The Seal of the College was put in duplicate between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Founding Institutions relating to the establishment of Uversity¹.

13 January 2014

Trademark Licence Deed Uversity

The Seal of the College was put in duplicate to a Trade Mark Licence Deed between the Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Uversity.

¹ University College, Dublin, National University of Ireland, Dublin; The National College of Art and Design; Dun Laoghaire Institute of Art, Design and Technology; National University of Ireland Galway; University of Limerick; Royal Irish Academy of Music; Singman Limited Trading as the Gaiety School of Acting, the National Theatre School of Ireland; Burren College of Art; L.A. Make-up Academy Limited; Dublin Institute of Technology; Dublin City University; Cork Institute of Technology; Galway-Mayo Institute of Technology; National University of Ireland, Maynooth; Institute of Technology Tralee; Waterford Institute of Technology; Institute of Technology Sligo; the Open University; University College Cork – National University of Ireland, Cork; Dale Entertainments Limited trading as Pulse College and Windmill Lane Recording Studios; City of Dublin Vocational Education Committee, for and on behalf of its sub-committee, Ballyfermot College of Further Education; the Provost, Fellows, Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin; University of Ulster; Queen’s University, Belfast; Celtic Educational Ltd.