

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting of 8 October 2014

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Bursar (Professor G J Lacey), Senior Lecturer/Dean of Undergraduate Studies (Professor G Martin), Registrar (Professor S P A Allwright), Vice-President for Global Relations (Professor J Hussey), Dr O Braiden, Ms K Byrne, Mr F Cowzer, Professor P Coxon, Professor W J Dowling, Professor S Draper, Professor E Drew, Ms S Dunphy, Mr D Frost, Mr J Gallagher, Mr G J Garrahan, Ms M Lee, Professor B Lucey, Professor C McCabe, Professor J F McGilp, Professor M Ó Siochrú, Professor C O'Farrelly, Professor D R Phelan, Professor A Seery.
<i>Apologies</i>	Mr D McGlacken-Byrne, Mr I Mooney, Professor D O'Neill.
<i>In attendance</i>	Assistant Secretary to the College (Ms Victoria Butler).
<i>(ex officio)</i>	Secretary to the College (Mr John Coman), Treasurer/Chief Financial Officer (Mr Ian Mathews).
<i>(by invitation)</i>	Interim Chief Operating Officer (Ms Geraldine Ruane). Director of Change Management (Mr Pat Millar) for BD/14-15/038)

SECTION A

BD/14-15/030 Statement of Interest

The Provost requested Board members to declare any potential conflict of interest they may have in relation to items on the Board agenda.

Professor Seery made a statement of interest in relation to Item C.6 Senior Promotions – *Ad hoc* Appeals Committee noting that he had been active in nominating an IFUT representative to serve on the committee. It was agreed that Professor Seery would remain for the discussion on this item.

The Interim Chief Operating Officer made a statement of interest in relation to the appointment of a Chief Operating Officer and it was agreed that she would be excused from the meeting for the discussion on that item.

BD/14-15/031 Minutes - Meeting of 17 September 2014

The minutes of 17 September 2014 were approved and signed subject to the amendment of minute BD/14-15/014, so that the last sentence of the second paragraph reads '....there will be full consultation and engagement with all of the relevant staff and students'.

BD/14-15/032 Matters Arising from the Minutes

A number of matters arising from the minutes were discussed and have been recorded below.

BD/14-15/033 School Administrators Review

A Board member brought to the Board's attention that due to restrictions imposed under the Employment Control Framework, there would be limited promotional opportunity available to the School Administrators in the current round of promotions.

BD/14-15/034 Internal Audit Resources

The Secretary to the College advised the Board that an advertisement to recruit a Deputy Internal Auditor is to be issued in the coming days.

BD/14-15/035 Trinity Business School Project

It was agreed that the Bursar/Director of Strategic Innovation would provide the Estates Policy Committee with an update in relation to the E3 Strategy.

BD/14-15/036 Strategic Plan 2014-2019

The Secretary advised the Board that the launch of the Strategic Plan was now confirmed for 2.30pm on Wednesday 22 October 2014 and that An Taoiseach, Enda Kenny, T.D. would be taking part in the launch.

BD/14-15/037 Provost's Report

The Provost provided an update on the IUA Symposium: 21st Century Universities – Performance & Sustainability which was held on Monday, 29 September 2014. It was agreed that the symposium and subsequent public comment had been helpful in advancing the debate and that continued attention on the issues would be required.

Following comments from Board members, it was agreed that the Secretary to the College would liaise with his counterparts in the IUA to encourage a practice of working in synergy between the members of the IUA and, where appropriate, with the Institutes of Technology. The role of staff and students in public affairs and debate was noted.

In response to a query from a Board member, the Secretary to the College advised the Board that the intention to propose an Amendment to the Universities Act, 1997 was initially placed on the Government's Legislative Programme 2 years ago and that it was likely that the priority for government for 2014/2015 would be on the Technological Universities Bill.

It was noted that an update on the Rankings Strategy would be brought to a future meeting of Board for discussion.

BD/14-15/038 START Update

The Provost welcomed the Director of Change Management, Mr Pat Millar, who attended for this item.

The Director of Change Management invited the Board's attention to a document which had been circulated in advance and provided an update on the progress of the START programme to date. He informed the Board that Phase 1 had completed in November 2013 and had delivered on the creation of three divisions, the Academic Services Division (ASD), the Corporate Services Division (CSD) and the Financial Services Division (FSD). With regard to Phase 2, Mr Millar advised the Board that at the end of the phase there will remain some further lower level organisational design work to be conducted in some areas and a number of process re-engineering projects will continue to progress. The structures created by START will be used to progress these changes as part of the normal development of college administrative structures.

Incorporating any amendments approved at subsequent Board meetings

It was noted that the formal START governance structure will no longer be required as the changes will be the responsibility of the chief officers in each of the divisions.

The Director of Change Management also provided a summary of the budget allocated to the START programme noting that the programme will complete within budget. He invited the Board's attention to a table which outlined the current status of the achievement of savings at September 2014, noting that the programme is achieving the benefits as identified to the Board.

In particular, Mr Millar advised the Board that following the START review of the Academic Registry, discussions were held at START Governance on the need for both a stabilisation programme for the Registry and a review of its reporting line. It was proposed that the Chief Operating Officer would be the most appropriate sponsor for the stabilisation programme and that the reporting line of the Academic Registry should be moved from the Academic Services Division to the Corporate Services Division. In addition to this, it is proposed to upgrade the existing senior administrative post in the Office of the Chief Operating Officer, already approved by Board in the June 2013 design, to a Director of Services position. This will reduce the span of control of the Chief Operating Officer post to a level that is manageable and ensure that the service units have strong management support. Mr Millar advised that this will also group together the student services functions delivered through the Corporate Services Division and the Academic Registry to provide an integrated approach to the non-academic support for students.

The Provost thanked the Director of Change Management and opened the item for discussion.

During the course of the discussion concerns were noted in relation to the functionality of the Student Information System (SITS). In particular, issues were raised about the time required of academic and administrative staff to process examination results, delays to the registration process and the number of cases being brought by students to the Senior Tutor and the Education Officer arising from issues with the system. Following a comment from a Board member, it was noted that there was a requirement for adequate support for users of the SITS system.

The importance of ensuring a good service to students from the Academic Registry was noted. In particular, the potential reputational damage which could be incurred should students have a negative first impression of the College through their interactions with the Registry was acknowledged. The role of the Academic Registry in relation to international and postgraduate students was noted.

In response to comments from Board members, the Vice-Provost/Chief Academic Officer advised the Board that the stabilisation required in the Academic Registry and the changes needed to more fully implement the SITS system and address any operational issues would be facilitated by the reporting line of the Registry moving to CSD. She informed the Board that the Director of Change Management, the Chief Financial Officer and the Director of IS Services were reviewing the SITS system with a view to improving the processes involved. The Vice-Provost/Chief Academic Officer also noted that the issues to be addressed in the Academic Registry were process driven and not policy related and as such she was in agreement with the proposed move of the Registry to the CSD.

Following a query from a Board member, the Vice-Provost/Chief Academic Officer clarified that the savings which were made in the ASD did not arise from savings made in the Academic Registry. The Director of Change Management emphasised the need to review the current structure and to implement a stabilisation programme for the Registry. He advised the Board that engagement with Human Resources and IS Services is required to enhance the performance of the Academic Registry. As both of these functions are within the Corporate Services Division, it would be beneficial to have the Academic Registry reporting in to that division also.

Incorporating any amendments approved at subsequent Board meetings

In response to a query from a Board member, the Provost advised the Board that as the START programme concludes, three further projects will come forward two which will address benefits realisation and continuous improvement in addition to a specific project on the review of the Academic Registry. He informed the Board that much had been achieved since the beginning of the START programme three years ago, including the re-organisation of administrative and support services, in line with best practice in UK and other universities.

In response to queries from Board members, the Director of Change Management clarified that the savings as noted in the document related to savings arising from the implementation of the START recommendations only. The Director of Change Management informed Board members that the final meeting of START Governance was scheduled for the following week and would mark the completion of Phase II. He also advised that the proposed appointment of a Chief Information Officer would now be reviewed by the appropriate governance structures.

Following comments from a Board member, the Provost emphasised the importance of ensuring the appropriate business experience and competencies are available to drive change and allow process re-engineering within the Academic Registry. Clarifying the Vice-Provost/Chief Academic Officer's role in relation to academic policy, he reminded the Board of the service-based nature of the activities in the Academic Registry. The Vice-Provost/Chief Academic Officer also advised the Board that she supported the proposal and the Director of Change Management informed the Board that both the Head of the Academic Registry and the Academic Secretary were in support of the proposed amendment to the reporting line of the Registry.

The inclusion of a risk register was welcomed and in response to a query from a Board member, the Provost advised the Board that any potential risks associated with the future projects would be brought to Board for discussion as appropriate.

The Board noted the report from the Director of Change Management and the Bursar/Director of Strategic Innovation, dated 1 October 2014.

The Board approved the following:

- 1) The organisational structure of the Provost's Directorate.
- 2) The organisational structure of the Corporate Services Division including:
 - a. The move of the Academic Registry from the Academic Services Division to the Corporate Services Division.
 - b. A reduction in direct reports to the Chief Operating Officer(COO) by upgrade of a post to Director of Services.
 - c. The Director of Services is to be responsible for
 - i. Academic Registry
 - ii. Health Centre
 - iii. Disability Service
 - iv. Student Counselling
 - v. Day Nursery
 - vi. Sports and Recreation.

It was noted that as the START programme concludes, three further projects will commence: a prioritised project, focusing on stabilising the Academic Registry; a benefits realisation project and a continuous improvement project.

It was agreed that support available through SITS Usergroup is to be communicated to all users of the Student Information System (SITS).

The Provost thanked the Director of Change Management who left the meeting at this point.

Incorporating any amendments approved at subsequent Board meetings

BD/14-15/039 Scholarship – Election of New Scholar

The Board noted the report of the Senior Lecturer/ Dean of Undergraduate Studies, dated 1 October 2014.

The Provost invited the members of the Board to stand and make the Statutory declaration for the election of Scholars. The Board elected Simon Corbett, Nanoscience, Physics and Chemistry of Advanced Materials, to Scholarship (N.F.).

Following comments from Board members, the Senior Lecturer advised the Board that similar elections were held in 2011 and 2012. The Provost, on behalf of the Board, asked the Senior Lecturer to liaise with all of the disciplines and schools within the College, to ensure rigour in the Scholarship process. It was noted that Mr Corbett is to receive the usual privileges that are extended to a Scholar.

BD/14-15/040 University Council

The Board confirmed the Acta of the meeting of 24 September 2014.

In response to a query from a Board member in relation to minute CL/14-15/026 Senior Academic Promotions, the Vice-Provost/Chief Academic Officer clarified that any associated costs arising from the Senior Academic Promotions process are incorporated in to the staff costs in the budget for each School.

Following a query from a Board member in relation to minute CL/14-15/010 MPhil in Chinese Studies, the Vice-Provost/Chief Academic Officer clarified that the course is full-time and will carry 120 ECTS, which is greater than the 90 ECTS norm because students will be required to undertake a four-month study abroad module in one of four partner institutions. The Provost commended the course, noting in particular the collaboration of four Chinese Universities with the College.

BD/14-15/041 Any Other Urgent Business - Appointment of a Chief Operating Officer

The Interim Chief Operating Officer left the meeting for this item.

The Bursar/Director of Strategic Innovation provided a summary of the actions taken since this item was discussed by Board at its meeting on 17 September 2014 (see BD/14-15/029). He advised Board members that feedback in relation to the proposed job description had been received and the job description and advertisement had been amended accordingly. In particular, the Bursar/Director of Strategic Innovation advised the Board of the importance of progressing with this appointment.

In response to a comment from a Board member, the Provost advised the Board that this role had been reviewed and consequently restructured under the START programme and that he was confident a successful appointment could be achieved.

Following comments from Board members the Bursar/Director of Strategic Innovation clarified that the proposed appointment of a Chief Operating Officer post was a for a three year, fixed term period to reflect the dynamic nature of the role, with a clear focus on change management in that time.

Noting comments from Board members, the Provost advised the Board that the selection committee had been approved, and that with the addition of a second external member, there would be the appropriate level of expertise on the committee. He noted that every effort was being made to find the most suitable candidate for the role.

It was noted that the process to recruit a Chief Operating Officer is to proceed.

Incorporating any amendments approved at subsequent Board meetings

BD/14-15/042 Dublin City Council Audit Committee

The Provost advised the Board that Dublin City Council had accepted the College's nomination of Ms Louise Ryan, Deputy Chief Financial Officer, to be a member of the Council's Audit Committee.

Section B**BD/14-15/043 Board Business****(i) Callover**

The Board noted the Board Callover from the meeting of 17 September 2014.

(ii) Outcomes

The Board noted the Board Outcomes from the meeting of 17 September 2014.

BD/14-15/044 Finance Committee**(i) Draft Minutes of meeting of 22 September 2014**

The Board noted and where a decision was required, approved the draft Minutes of the meeting of 22 September 2014.

(ii) Policy on charging PI time to Horizon 2020 awards

The Board approved the proposed policy (as attached to the minutes of the Finance Committee of 22 September 2014) in relation to the charging of PI time under the Horizon 2020 Programme.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer clarified that that income generated by way of PI time claimed will be managed as part of the ABC process. The income would be ring-fenced to ensure that those Schools generating the activity would directly benefit.

In response to a comment from a Board member, the Treasurer/Chief Financial Officer informed the Board that all claims made under Horizon 2020 are subject to audit and it will be important for PIs to should take into account their other commitments to avoid over commitment of their time.

(iii) Treasury Management Policy – Derogation Request.

The Treasurer/Chief Financial Officer provided an update that, since the Finance Committee meeting, the bank involved was not agreeable to the proposal and it would now not go ahead. In response to comments from a Board member, the Treasurer/Chief Financial Officer informed the Board that every effort had been made to avail of a once off opportunity to generate additional financial income over the next 2 years. However, given recent developments and having sought legal advice, this would no longer be possible.

The Vice-Provost/Chief Academic Officer informed the Board that she has asked the Dean of Research to review the College policy in relation to overheads in consultation with the Heads of School, and that the findings of that review would be brought to the Board for consideration.

In response to a comment from a Board member, the Treasurer/Chief Financial Officer advised the Board that Financial Training for Board members was scheduled for 28 October 2014 and that the possibility of having a second training session would be explored.

SECTION C

BD/14-15/045 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 24 September 2014, as circulated.

CL/14-15/046 Sealings

The Board noted Sealings, as circulated and attached as Appendix 1 to this minute.

BD/14-15/047 Prizes and Other Awards - Gold Medals

The Board noted a memorandum from the Senior Lecturer/Dean of Undergraduate Studies,, dated 7 October 2014, as tabled, and approved the award of 49 Gold Medals (see Appendix 2 to this minute).

BD/14-15/048 Related Entity Financial Reporting

The Board noted and approved a memorandum from the Treasurer/Chief Financial Officer, circulated, dated 30 September 2014, together with the directors’ reports and annual financial statements of:

- (i) HEAnet, year ending 31 December 2013;
- (ii) Science Gallery International, year ending 30 September 2013.

BD/14-15/049 Scholarship

The Board noted and approved memoranda from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 1 October 2014:

- (i) Foundation Scholarship 2015 – Calendar Entry for Catholic Theological Studies;
- (ii) Foundation Scholarship - Central Scholarship Committee.

BD/14-15/050 Senior Promotions – Ad hoc Appeals Committee

The Board noted a memorandum from the Senior Dean, circulated, dated 1 October, and approved the membership of the *ad hoc* Appeals Committee for Senior Promotions 2014, as follows:

Senior Dean *Chair*
Professor L E Doyle
Professor D Sullivan

BD/14-15/051 Representation – Dublin Dental University Hospital Board – 1 January 2015 to 31 December 2018

The Board noted and approved the nomination of the Dean of Health Sciences, the Dean of Dental Affairs and the Dean of Graduate Studies as representatives of the College on the Dublin Dental University Hospital Board for four years from 1 January 2015.

SECTION D

In compliance with the Data Protection Acts this information is restricted

Signed:

Date:

Incorporating any amendments approved at subsequent Board meetings

Sealings

27 February 2014

Trinity Endowment Fund (formerly Trinity Trust Funds [Benefactions]) Amending Order

The Seal of the College was put in duplicate to an Amending Order 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 Commissioners of Charitable Donations and Bequests for Ireland to give effect to the following articles:

14. With effect from the calendar year 2014 the financial year end of the Scheme shall be 30th September annually or such other date as the College may designate from time to time.
15. With effect from 1 November 2013 this Scheme shall be known as the Trinity Endowment Fund or such other name as the College may designate from time to time.

7 April 2014

Unit 31, Trinity Technology and Enterprise Campus Andy Kenny Fitness Limited

The Seal of the College was put in duplicate to a Licence Agreement 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 Andy Kenny Fitness Limited from 1 October 2013 for three years in respect of Unit 31, TTEC.

25 September 2014

Deed of Surrender of Lease The Members of the Trinity Sports Hall Co-Ownership – Kieran Wallace (Receiver)

The Seal of the College was put in triplicate to a Deed of Surrender of a Lease by 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 members of the Trinity Sports Hall Co-ownership, c/o KPMG Restructuring, 1 Stokes Place, St Stephen's Green, Dublin 2 and Kieran Wallace (Receiver).

Appendix 2 to Minute BD/14-15/047

Gold Medals 2014

Course	Name
Mathematics	Anderson, Daron
Natural Sciences: <i>Chemistry</i>	Behan, James (<i>Sch</i>)
English Studies	Brady, William Joseph (<i>Sch</i>)
Human Health and Disease	Byrne, Niall
Human Health and Disease	Campbell, Nicole Karen (<i>Sch</i>)
Education (<i>Marino</i>)	Carty, Lorraine
Economic and Social Studies	Collins, Shaun Christopher
Law and Political Science	Comyn, Rosalind
Natural Sciences: <i>Biochemistry</i>	Coyle, Rachel (<i>Sch</i>)
Natural Sciences: <i>Genetics</i>	Daly, Kevin (<i>Sch</i>)
Law and Business	Danaher, Jack
Mathematics	Dillon, Charles (<i>Sch</i>)
Human Health and Disease	Drakeford, Clive
Mathematics	Egan, Donal
Human Health and Disease	Fitzpatrick, Orla
Engineering	Fitzsimons, Jack
TSM, English Literature and History (<i>Pattern B</i>)	Gillespie, Iseult
English Studies	Hagan, Maria Helen
Theoretical Physics	Harney, Eoghan
Mathematics	Harrington, Benen (<i>Sch</i>)
Dental Science	Hayes, Michael Anton Christopher
TSM, History and English Literature (<i>Pattern B</i>)	Healy, Catherine
Human Health and Disease	Holohan, Megan
Law	Hughes, Ruth
Sociology and Social Policy	Jagusich, Nicole
Natural Sciences: <i>Physics</i>	Kelly, Adam
Medicinal Chemistry	Keogh, Aaron Peter
Theoretical Physics	Lawless, Anna Page (<i>Sch</i>)
Nursing Studies (<i>General Nursing</i>)	Long, Catherina Bernadette (<i>Sch</i>)
TSM, English Literature and Philosophy (<i>Pattern B</i>)	McGrath, Meadhbh

Incorporating any amendments approved at subsequent Board meetings

Theoretical Physics	McGuinness, Robert Leo
Medicine	McGurgan, Ian John <i>(Sch)</i>
Human Nutrition and Dietetics	Merrick, Megan
TSM, English Literature and History <i>(Pattern B)</i>	Moroney, Nora
Philosophy, Political Science, Economics and Sociology	Newman, Joshua
Sociology and Social Policy	O'Dare, Catherine
Engineering	O'Donnell, Paul Martin
English Studies	Ó Fathaigh, Cillian <i>(Sch)</i>
Mathematics	O'Toole, Conor
Law and Business	Preston, Jennifer
Natural Sciences: <i>Zoology</i>	Preston, Samuel David <i>(Sch)</i>
Economic and Social Studies	Price, Barry John <i>(Sch)</i>
Natural Sciences: <i>Microbiology</i>	Redmond, Andrew
Economic and Social Studies	Riordan, Michelle
English Studies	Sansone, Claudio <i>(Sch)</i>
Occupational Therapy	Sinnott, Roisin
Human Health and Disease	Taylor, Joseph
Engineering	Vial, Cynthia
Education <i>(CICE)</i>	Waugh, Rebecca