



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting of 28 January 2015

<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, Professor W J Dowling, Professor S Draper, Professor Eileen 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, Mr D McGlacken-Byrne, Mr I Mooney, Professor D O'Neill, Professor M Ó Siochrú, Professor C O'Farrelly, Professor D R Phelan.
<i>Apologies</i>	Mr F Cowzer, Professor P Coxon, Professor A Seery.
<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).

SECTION A

BD/14-15/123 Statement of Interest

There were no statements of interest.

BD/14-15/124 The minutes of 17 December 2014 were approved and signed subject to the following amendments:

- (i) **Minute BD/14-15/088** include the following sentence at the end of the fourth paragraph: "The Board noted the pastoral benefit in College providing accommodation to students and agreed that future increases in accommodation charges would have to be carefully examined."
- (ii) **Minute BD/14-15/090** delete the 'and approved' from the last paragraph
- (iii) **Minute BD/14-15/094** delete last sentence from the third paragraph and amend the last sentence of the fourth paragraph to read 'was needed and will be conducted'.
- (iv) **Minute BD/14-15/119** delete this minute (as it was covered by minute BD/14-15/095) and renumber the remaining minutes.

BD/14-15/125 Matters Arising from the Minutes

There were several matters arising from the minutes and have been recorded below.

Related Entity Financial Reporting

The Treasurer/Chief Financial Officer provided an update to the Board on this item and, in particular, he advised the Board of the current status of Molecular Medicine Ireland.

Employment Control Framework

It was noted that the details of the replacement Employment Control Framework were not yet available. In response to a query from a Board member, the Vice-Provost/Chief Academic Officer advised the Board that if the College were to breach of the Employment Control Framework a moratorium on recruitment would be the likely outcome.

BD/14-15/126 Provost's Report

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

(i) Strategic Plan

The Provost informed the Board that he and the Vice-Provost/Chief Academic Officer had met with several Schools to discuss their plans for the next five years and, in particular, how Schools can contribute to the implementation of the Strategic Plan.

(ii) Engineering, Energy and the Environment

The Provost advised that he is actively continuing preparatory discussions in relation to the E3 project. As part of this, he had recently visited Aachen University, where there are strong partnerships with industry leading to new technologies and opening new opportunities for research.

(iii) Cancer Institute

The Provost advised the Board that an initial assessment regarding the establishment of the Cancer Institute had been conducted. Arising from this, it was acknowledged that while the College will have a significant role in the establishment of such an institute, it is likely that a co-ordinated and national approach will be required.

(iv) Trinity as a creative arts catalyst

It was noted that a Trinity Creative Showcase is scheduled for April 2015 which is being co-ordinated by the Dean of Research. The Provost advised that this initiative will be interdisciplinary in nature and that there is significant potential for the College to support creative arts in the city.

In response to comments from Board members, the Provost confirmed that it is intended to consult external artists, including alumni, in the planning of this initiative and it was agreed that an overview of the implementation plan for the goal B5.3 in the Strategic Plan 2014-2019 'Trinity as a creative arts catalyst' would be prepared for discussion at a future meeting of the Board.

(v) HEA Governance Proposals

The Provost informed the Board that a proposal had been received from the HEA on the governance and regulation of higher education institutions. In particular, the proposal included linking performance related funding to compliance with HEA governance requirements. He welcomed the views of the Board as to how the College may respond.

The Secretary informed Board members that the deadline for a response was set at the end of February. He also advised that he and the Treasurer/Chief Financial Officer would provide some observations to the Executive Officer Group with a view to preparing a response.

In response to comments from Board members, it was agreed that a draft response would be brought to the next Board meeting for comment.

(vi) Proposed Universities Amendment Bill

Noting that the Universities Amendment Bill is now included on the 'A' list on the Government Legislative programme for publication in the coming months, the Provost asked the Secretary to the College to provide an update to the Board. The Secretary to the College advised the Board that the changes as outlined in the Bill could be very restrictive and damaging for the College and that legal advice had been sought on the matter. In particular, he advised the Board that the Bill proposed restrictions in relation to remuneration, headcount and the work of the

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Board/Governing Authority. The Provost advised Board members that he had written to the Minister for Education and Skills and that a meeting was to be arranged to discuss the proposed amendments. In addition to this, he informed the Board that the IUA had also issued a response to the Minister. The Provost also informed the Board that the University Presidents were in agreement on this issue and would be doing everything in their remit to ensure that reservations in relation to the proposed amendments were communicated to and acted upon by the Government.

(vii) **European Research Council and European Institute of Technology and Innovation Awards.**

It was noted that the College had performed well in being recently awarded European Research Council and European Institute of Innovation and Technology funding with the College receiving 4 ERC awards and 2 EIT grants. The Provost informed the Board that such performance indicates that the College is very competitive and a top tier university.

In response to comments from a Board member regarding the Global Relations Strategy II, the Vice-Provost/Chief Academic Officer advised the Board that an extensive workshop, facilitated by an external member of the Finance Committee had been conducted and that it was recommended that additional funds would be returned to Schools to encourage participation in this strategy. She also clarified that decisions are taken at School level as to how such funds are utilised.

A number of Board members commented on the proposed Universities Amendment Bill and expressed concern about the need to maintain university autonomy.

Following comments from a Board member, in relation to Ministerial Visits, the Provost noted the importance of Ministerial visits being appropriately communicated to the relevant offices in College, so that sufficient planning and organisation may occur. It was noted that the recruitment process for the Director of Public Affairs and Communications is to begin shortly. It was agreed that a review of the existing guidelines for organising Ministerial visits would be conducted.

BD/14-15/127 Business Plan for the Global Relations Strategy II

The Vice-President for Global Relations provided the Board with an overview of the business plan for the Global Relations Strategy II. She advised the Board that to achieve the objectives around internationalisation in the Strategic Plan 2014-2019 a growth strategy would be pursued in relation to non-EU student numbers with the aim of having non-EU students representing 18% of the total student cohort by 2019. She advised the Board that the business plan to underpin this growth strategy had previously been approved by Planning Group, the Executive Officer Group and the Finance Committee.

The Vice-President for Global Relations then invited the Board's attention to details of the business plan. She advised the Board that the income projections were based on target student numbers which had been agreed with the Schools and the Faculty Deans. She also informed the Board that it was recommended that, to support and encourage growth in non-EU student numbers from 2015/16, Schools should receive 70% (previously 40%) of additional revenues. Under this arrangement the use of individual School non-EU baselines to calculate the return would cease. She informed the Board that this recommendation had been approved by the Finance Committee and that the Board members were now also asked to approve this recommendation. She also informed the Board that the business plan shows ongoing decreases in the cost of recruitment of international students over the five year period.

Speaking in relation to the organisational structure of the Global Relations Office, the Vice-President for Global Relations advised the Board that a review of the structure and the roles reporting to the Vice-President for Global Relations had been completed. As a result of this it was determined that the Marketing Manager would transfer from the Communications and Marketing Office and take up the post of the Director of Marketing, reporting to the Vice-President for Global Relations. It was noted that the organisational chart on page 8 should be amended to read 'Associate Vice-President for Global Relations/Dean of Development'.

The Vice-President for Global Relations advised the Board that the Global Relations Office will continue to work with Schools who wish to engage a Global Officer and noted that those Schools which have been identified as having significant potential to increase non-EU student numbers mostly have Global Officers assigned to them. It was also noted that a successor to the current International Foundation Programme was being explored at present.

The Provost thanked the Vice-President for Global Relations and opened the item for discussion and comments.

The following issues were raised by Board members:

- the importance of giving appropriate consideration to the risks associated with this growth strategy;
- the potential to increase EU student numbers;
- the importance of ensuring appropriate support services and a positive student experience for non-EU students;
- the potential to develop the non-EU postgraduate student market;
- the need for realistic marketing budgets and the need to focus on domestic marketing as well as international marketing;
- the importance of noting the non-financial benefits that will accrue to the College as a result of this strategy.

In response to a comment from a Board member, the Vice-Provost/Chief Academic Officer advised the Board that the issue of end of semester examinations had been raised in discussions with the Schools. The Senior Lecturer/Dean of Undergraduate Studies informed the Board that this issue will be considered as part of the Trinity Education Project. The Provost noted that there may be some implications of having end of semester examinations on the start date of semesters, but that this would be addressed by the Education Project. It was noted that the Students' Union had voted in favour of Semesterisation by an overwhelming majority.

In response to comments from a Board member, the Vice-Provost/Chief Academic Officer advised the Board that while funds are being invested in income generating activities, a portion of the income received as a result of these activities is being re-invested in student services.

Following comments from a Board member, the Vice-Provost/Chief Academic Officer informed the Board that the targets had been agreed with the Schools and that the figures contained in the business plan were incremental to the 13/14 student numbers. The Treasurer/Chief Financial Officer advised the Board that while the targets were challenging a significant return on investment is envisaged and that the Finance Committee will monitor performance on an on-going basis.

In response to comments from a Board member in relation to the proposed changes to the organisational structure of the Global Relations Office, the Provost advised the Board of the importance of ensuring that the marketing strengths of the College are appropriately utilised and that the Global Office has a wide remit including EU and non-EU marketing. He also informed the Board that following discussion and careful consideration the areas

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representing the most potential for international student recruitment had been identified and included in this business plan. The Vice-President for Global Relations also emphasised the importance of ensuring good relationships with certain non-EU countries where there was significant potential for the expansion of existing or the development of new student recruitment schemes.

The Vice-President for Global Relations, in response to a comment from a Board member regarding the contractual and financial implications for Schools who had already engaged a Global Officer, informed the Board that a sufficient contingency to address any potential issues had been included in the business plan, however, in the vast majority of cases there were no significant issues and the roles of the Global Officers were continuing.

The Board noted and approved the memorandum from the Vice-President for Global Relations, dated 21 January 2015 and the business plan for the Global Relations Strategy II contained in it.

The Provost thanked the Vice-President for Global Relations and the staff in the Financial Services Division for their contribution to this detailed business plan.

Dr O. Braiden and Mr J Gallagher left the meeting at this point.

BD/14-15/128 Quality – Implementation Plan for Accommodation and Catering Services

The Interim Chief Operating Officer invited the Board's attention to the Implementation Plan for Accommodation and Catering Services, which had been considered by the Quality Committee at the meeting of 30 October 2014, and had been circulated. She advised the Board of the proposed actions in the plan noting that, to address the recommendation to develop additional accommodation capacity, in the short term, 120 bed spaces have been reserved for the College in the accommodation blocks of two other educational establishments. In the medium to long term, she advised the Board that possibilities in relation to the Digital Hub, Oisín House and the TTEC building are being explored and developed.

The Interim Chief Operating Officer informed the Board that a review of the menus in catering facilities was being conducted with some consideration being given to having a Halal restaurant on campus. In addition to this, the possibility of offering evening catering services was also being explored.

Noting that the provision of communal space for students is a priority for College, the Interim Chief Operating Officer informed the Board that plans to maximise the use of the Vaults area of the Buttery were also being explored.

To conclude, the Interim Chief Operating Officer noted that there were several actions that were being developed and advised the Board that the Commercial Director was examining all opportunities available to the College to assist with the implementation of the plan, including the possible use of a subsidiary company. The Provost thanked the Interim Chief Operating Officer and invited comments from Board members.

The following items were raised by Board members:

- The importance of ensuring access to creative and communal spaces for students both for academic work and social time;
- The need to support staff engagement, training and development;
- The possibility to further support and develop conference activity within College;
- The need to ensure that food services had regard to best practice in animal welfare
- The importance of ensuring appropriate catering facilities for all members of the student and staff population.

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In response to comments from a Board member, the Interim Chief Operating Officer advised that facilities in St James Hospital, D'Olier Street and Tallaght Hospital would be included in the implementation plans. However, she noted that the resourcing of such initiatives could potentially be restrictive. It was also agreed that ways to promote and expand the web-based system of booking for Commons would be explored.

Following comments from Board members, the Interim Chief Operating Officer informed the Board that consideration would be given to extending the opening hours and increasing the usage of the East Dining Hall.

The Provost, in response to comments from Board members, noted that arising from the Global Relations Strategy, there will be an increased need for the College to provide a diverse range of facilities. In addition to this, it was agreed that the Bursar would conduct an audit of available space which could be used as a breast feeding facility in College.

The Board noted and approved the Implementation Plan for Accommodation and Catering Services.

The Provost, on behalf of the Board, extended his thanks to the Interim Chief Operating Officer and all who had taken part in the review.

BD/14-15/129 Self-Evaluation of the Board

The Secretary to the College invited the Board's attention to a memorandum and draft self-evaluation form which had been circulated. He advised the Board that in accordance with Section 3.1.2.3 of the Trinity College Code of Governance, the Provost as Chairperson of the Board shall lead a periodic review by the Board of its own effectiveness. Two such reviews have been conducted to date; one in 2010 and a second in 2012. It is proposed that a third review will take place before the expiry of the term of the current Board.

Board members were invited to comment on the draft evaluation form and it was agreed that the self-evaluation process would proceed as outlined in the memorandum. The Board noted and approved the memorandum from the Secretary to the College, dated 21 January 2015.

BD/14-15/130 University Council

The Board confirmed the draft Acta of the meeting of 14 January 2015.

BD/14-15/131 Any Other Urgent Business

(i) Marriage Equality

The President of the Graduate Students' Union invited Board's attention to a memorandum, endorsed by the President of the Students' Union, dated 21 January 2015, which had been tabled. She advised the Board that both the Students' Union and the Graduate Students' Union had voted in support of same-sex marriage. Noting some links to the Strategic Plan 2014-2019, she invited the Board to consider forming a favourable stance in support of same-sex marriage in the upcoming Marriage Equality Referendum and to promote this position. The President of the Students' Union noted his support of the memorandum and asked the Board to consider leading out on this social issue by taking a public stance in favour of marriage equality, as outlined by Ms Lee.

The Provost, noting his personal views on the issue, invited the Secretary to the College to comment. The Secretary to the College informed the Board that there

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have been 14 referendums since 2000 and that the Board had not taken a particular stance in respect to any of the issues concerned. He advised the Board of the actions which had been taken by the College leading up to the referendum on the proposed abolition of Seanad Éireann which included the encouragement of participation and the facilitation of debate.

The Provost reminded members of the Board that it was the role of the Board to represent the full range of views of the College community, even those which may be in a minority, and as such there is merit in the Board remaining neutral on such issues. Following a discussion and comments from Board members, it was agreed that it would not be appropriate for the Board of the College to take a particular stance on this issue.

The Board commended the Students' Union and the Graduate Students' Union for taking an active and engaged position on such a social issue. It was agreed that, in the spirit of inclusivity, debate on the issue is to be facilitated by the College so that staff and students may make an informed decision at the time of the referendum. It was agreed that the College would organise a public forum as occurred for the last Referendum which related to the proposed abolition of Seanad Éireann.

The Board noted the memorandum from the President of the Graduate Students' Union with the endorsement of the President of the Students' Union, dated 21 January 2015.

(ii) **SFI Targeted Research Professorships**

The Provost welcomed the Dean of Research who attended the meeting for this item. The Dean of Research invited the Board's attention to his memorandum, dated 28 January 2015, which had been tabled on a strictly confidential basis. He advised the Board that the College had embarked on an ambitious international campaign to recruit a cohort of academic leaders in areas of strategic importance to the College by availing of the Science Foundation Ireland (SFI) (Targeted) Research Professorships programme. He informed the Board that six candidates of high calibre had successfully progressed through the College Professorial selection process to date. One has been offered the Thomas N. Mitchell Chair of Cognitive Neuroscience (2006) and the others will be offered positions conditional on acceptance of their applications by SFI. The Dean of Research then invited the Board's attention to a brief anonymised description of each candidate's fit with the University's strategy as contained within the memorandum. He also advised the Board that Expressions of Interest on behalf of five of the candidates outlined in the memorandum had been accepted by SFI, and there was one additional candidate, identified through the SFI Research Professorship campaign, for whom an outcome to the expression of interest by the College was pending.

Following a comment from a Board member, it was noted that the Audit Committee had considered the procedures through which the Departures Framework as agreed with the HEA may be invoked and the subsequent implications for individual contracts of employment. The Provost noted the importance of ensuring that Board members were fully briefed both on the progress of the College in this campaign and on the candidates who had been identified, particularly as there was a possibility that the Departures Framework may need to be invoked.

In response to comments from a Board member, the Dean of Research advised the Board that there were other opportunities arising which would enable the College across the full spectrum of disciplines. The Provost noted comments from Board members in relation to gender balance, a concentration on scientific disciplines and resource flow assuring the Board that such issues will be addressed as appropriate. He thanked the Dean of Research and noted the significant opportunity this

campaign represented for the College to recruit a cohort of leading academics. The Board noted the memorandum from the Dean of Research, dated 28 January 2015, which had been tabled. It was also noted that any appointment to which the Departures Framework would apply would be brought to the Board for approval on a case by case basis.

Professor Lucey left the meeting at this point.

Section B

BD/14-15/132 Board Business

(i) Callover

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

(ii) Outcomes

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

BD/14-15/133 Audit Committee

The Board noted and approved the draft minutes of the meeting of 11 December 2014.

- (i) It was noted that a review of the use of purchasing cards in College is currently being conducted and that the Treasurer/Chief Financial Officer will bring a set of proposals in relation to this item to a future meeting of the Board for consideration.
- (ii) In relation to Risk Management it was noted that the Committee needed sight of the Risk Register and the that draft Risk Policy was to be considered by the Committee before it is presented to the Board for approval.
- (iii) In relation to the TILDA Review, the findings of Internal Audit and the issues were noted. It was agreed to provide an update to the Board on the implementation of the findings within six months.

BD/14-15/134 Equality Committee

The Board noted and approved the draft minutes of the meeting of 17 November 2014.

BD/14-15/135 Estates Policy Committee

The Board noted and approved the draft minutes of the meetings of 22 August 2014 and 17 October 2014.

It was noted that an integrated Estates Strategy will be brought to a future meeting of the Board.

BD/14-15/136 Finance Committee

The Board noted and approved the draft minutes of the meeting of 19 December 2014 and the Policy, Practice and Regulations on Intellectual Property (FN/14 – 15/51 of 19/12/14 refers).

BD/14-15/137 Library and Information Policy Committee

The Board approved the Cloud Computing Policy.

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SECTION C

BD/14-15/138 Senate Business

- (i) **Degree of MA (*jure officii*)**
The Board noted and approved a memorandum from the Registrar, circulated, dated 21 January 2015;
- (ii) **Called Meeting of the Senate (Statutes: Chapter on the Senate, Section 5 (3))**
The Board noted and approved that a Called Meeting of the Senate should be convened by the Registrar on Wednesday 28 January 2015 followed by a Special Commencements ceremony;
- (iii) **Approval of New Degree Title - Professional Master in Education**
The Board noted and approved a memorandum from the Registrar, circulated, dated 21 January 2015.

BD/14-15/139 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 14 January 2015, as circulated.

BD/14-15/140 Representation

- (i) **Governing Body, Dublin Institute of Technology**
The Board noted and approved the nomination of the Registrar as the representative of the University of Dublin under Section 4 (1) (f) of the Dublin Institute of Technology (Amendment) Act 1994 for five years from 1 April 2015;
- (ii) **Marsh's Library – Governors and Guardians**
The Board noted and approved the request of the Most Revd Dr Michael Jackson, Archbishop of Dublin, Chair of the Governors and Guardians of Marsh's Library that the Provost, as an *ex officio* trustee, shall have the power to nominate a proxy to attend the thrice-yearly meetings of the Governors and Guardians for a maximum term of five years, on the condition that no proxy shall serve more than two terms.

BD/14-15/141 Committees

- (i) **Coiste na Gaeilge**
The Board noted that Professor Pádraig de Paor replaces Professor Eoin Mac Cárthaigh as the representative of the Discipline of Irish and Celtic Languages on this committee;
- (ii) **Finance Committee**
The Board noted and approved a memorandum from the Registrar, circulated, dated 21 January 2015;
- (iii) **Library and Information Policy Committee – External Members**
The Board noted and approved the recommendation of the Committee that its membership be expanded to include two external members – one for IT matters and one for Library matters and to further approve the nomination of Mr John Boland, Chief Executive of HEAnet as the IT external member;
- (iv) **Committee on Student Conduct and Capacity, 2014-2015 (BD/14-15/116 (iv) of 17 December 2014)**
The Board noted and approved the nomination of members as follows:
Academic Staff: Professor Breffni O'Rourke;
Technical, Administrative and Support Staff: Ms Olivia Lombard and Mr Frank O'Rourke;
Postgraduate Students: Mr Adam Hanna, Ms Sharon Kearney and Mr Stephen Hatton.

BD/14-15/142 Prizes and Other Awards - Vice-Chancellor's Prize in Latin

The Board noted and approved the award of the above prize to Ms Alexandra Madela.
Value: €40.

BD/14-15/143 Trinity Visual and Performing Arts Fund 2014/15

The Board noted and approved a memorandum from the Provost, circulated, dated 21 January 2015.

BD/14-15/144 Memorandum of Understanding – St James's Hospital – Pharmacy Education

The Board noted that a Memorandum of Understanding with St James's Hospital was signed on 9 December 2014 in order to:

- (i) co-operate in establishing teaching, research and clinical links and providing a suitable environment for undergraduate and postgraduate training and education in Pharmacy;
- (ii) co-operate in facilitating professional development in Pharmacy;
- (iii) encourage research;
- (iv) work together for the provision of excellence in patient care.

In relation to a query from a Board member, the Secretary to the College agreed to report under Matters Arising at the next Board meeting.

BD/14-15/145 Financial Services Division – Annual Report 2013-2014

The Board noted the annual report of the FSD for 2013-2014, available at the link below:
https://www.tcd.ie/financial-services/docs/Draft_Annual_Report_2013%2014.pdf

BD/14-15/146 Tutorship

The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 23 December 2014.

SECTION D

In compliance with the Data Protection Acts this information is restricted

Signed:

Date:

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