



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting of 12 September 2018

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor C Morash), Senior Lecturer/Dean of Undergraduate Studies (Professor K Mitchell), Bursar/Director of Strategic Innovation (Professor V Campbell), Registrar (Professor P Murphy), Professor D Ahern, Professor L Brennan, Professor A Burke, Ms A Connolly, Mr J Cunningham, Mr S De Rís, Ms J Donoghue, Professor S M Draper, Ms S Farrell, Dr D Fayne, Mr D Grouse, Mr J Keogh, Professor C Laudet, Professor K McTiernan, Professor R Moss, Professor D R Phelan, Professor A Seery, Professor S Alyn Stacey, Mr O Vince Coulter.
<i>Apologies</i>	Professor E O'Halpin, Professor R Timoney.
<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/18-19/001 Statement of Interest

The Secretary to the College advised that there was a statement of potential conflict of interest for Professor Andrew Burke, as Head of School of Business, in respect of agenda item A.4 Trinity Business School Update. The Secretary proposed, and it was agreed, the Professor Burke would remain in the meeting and take a full part in the discussion of this and future items in respect of the Trinity Business School.

The Secretary to the College also advised that he had received a statement of potential conflict of interest from Ms Farrell in relation to Agenda item D.25. Nominations for Appointment. He proposed, and it was agreed, that Ms Farrell would leave the meeting for the discussion on this item.

BD/18-19/002 Statutory Declarations

At the invitation of the Provost the new members of the Board introduced themselves and made the Statutory Declarations as required by the 2010 Consolidated Statutes.

The Secretary to the College reminded Board members of the importance of upholding the confidential nature of Board documents and the Provost advised Board members that, as prescribed in the Statutes, he is the spokesperson for the Board.

BD/18-19/003 Minutes - Meeting of 27 June 2018

The minutes of the Board meeting of 27 June 2018 were approved and signed.

BD/18-19/004 Matters Arising from the Minutes

There were no matters arising.

BD/18-19/005 Provost's Report

The Vice-Provost/Chief Academic Officer, who chaired the meeting for this item, invited the Provost to provide the Board with an overview of his work programme for the coming year. The Provost updated the Board on the following items:

- **Strategic Plan 2019-2024**

It was noted that the Vice-Provost/Chief Academic Officer is the Project Sponsor who will oversee the preparation of the next Strategic Plan which will be submitted for consideration and approval by the Board. The Provost advised that he will present a State of College address in early November 2018 and will also address the Fellows on this matter. It was noted that there are three key underpinning elements for the new plan which include the Global Relations Strategy 3; a new research strategy; the finalisation of the Trinity Education Project, and the Digital Transformation Strategy.

- **Trinity Fundraising Campaign**

The Provost advised that Trinity is currently in the quiet phase of fundraising noting that a public launch of the Campaign is envisaged for early 2019. He also advised that the Campaign Cabinet, the Campaign Steering Committee and the Forum of Academic Champions will continue to meet over the coming months and that a meeting of the Provost's Council had recently been held.

- **Cancer Institute at St James's Hospital**

The Provost advised that he will continue to progress this proposal and that further scoping out of the different elements would proceed. While it is envisaged that there will be philanthropic funding available to support this project the importance of securing support from the Government was acknowledged.

- **The Library**

It was noted that a business case would be prepared and presented to Board in the current academic year. The importance of securing support from the Government on this project was noted.

- **Capital Projects**

The Provost provided brief updates on the following capital projects:

- Trinity Business School;
- Printing House Square;
- E3 Learning Foundry;
- The Rubrics.

The contribution of the new Estates Strategy to these projects was acknowledged.

- **E3, Engineering, Environment and Emerging Technologies**

The Provost advised that he will remain as Chair of the E3 Steering Committee and will also be the Chair of the E3 Education Subgroup.

- **TTEC and the Grand Canal Innovation District**

It was noted that the Secretary General to the Government, Mr Martin Fraser is to chair meetings the Innovation District Advisory Group overseeing this proposal and that plans would continue to be developed over this academic year.

- **Public Affairs**

The Provost advised the Board that the universities, through the Irish Universities Association (IUA), would make a submission to the Minister for Education in response to a call issued inviting submissions on a proposal to review the HEA Act.

The importance of maintaining good relationships with Government Ministers and Departments was noted.

- **EU Partnerships and Relationship Building**

The Provost noted the importance of having good networks in European universities in advance of the upcoming European Universities Network call. He had attended the Henry Grattan Lecture in London, delivered by the former President of Ireland, Dr Mary McAleese.

The Vice-Provost/Chief Academic Officer thanked the Provost and opened the item for discussion.

- **Academic and Philanthropic Activity including Alumni Engagement**

The Provost advised of his recent meetings with universities in Israel and attendance at an alumni event in Palestine. He informed the Board that there will be a significant body of international engagements for him in the coming year to support the Campaign activity.

- **Governance and Management Structures**

The Provost advised that he will continue to chair meetings of the Board, the University Council, the Executive Officers' Group and Professorship appointments, amongst other committees. In addition he proposes to further enhance working relationships with the Faculty Deans.

- **Entrance Exhibitions**

It was noted that the eligibility criteria for Entrance Exhibitions had recently been revised and that the first round of successful exhibitors would be announced in the coming weeks.

The Vice-Provost/Chief Academic Officer thanked the Provost and opened the item for comments.

In response to comments from a Board member, the link between digitalisation and sustainability was noted. It was also noted that the Government is exploring the concept of sustainable development goals. Speaking to comments from a Board member regarding student accommodation, the Provost advised that significant efforts are being made to increase the amount of student accommodation available to Trinity students including projects such as Printing House Square and the redevelopment of the Dartry site.

Following comments from a Board member, the Provost noted the intrinsic link between teaching and research and noted that it is within the remit of Faculty Deans and Heads of School to resolve class sizes, noting that an increase in the number of Academic staff employed by Trinity has been observed. The Provost also noted that any growth in student numbers was done in a planned and strategic manner.

Noting the potential for the new Strategic Plan to further emphasise the distinctiveness of Trinity, the Provost noted the importance of bringing a theme of 'connection with community' to the fore of the new plan.

Board members noted that the Global Relations Strategy 3 will again be presented to the Board in the near future.

Responding to comments from a Board member, the Chief Operating Officer advised that the university is advised to still adhere to the principles of the Employment Control Framework (ECF) and the importance of ensuring appropriate levels of professional support for academics was acknowledged.

Board members acknowledged the importance of the student experience and in providing support for students participating in the Erasmus programme both here and in the partnering

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institution.

The Provost thanked Board members for their comments and advice and closed the item.

BD/18-19/006 Trinity Business School Update

Professor Gerard Lacey (Programme Sponsor); Mr Leo Harmon (Independent Monitor); Mr Mervyn Green (TBS Steering Chair) and Mr Greg Power (Head of Capital Projects & Planning) attended for this item.

Professor Lacey introduced this item with reference to his report, dated 4 September 2018, and his presentation both of which had been circulated. He advised the Board that this project was not just a construction project as there had been a significant growth and expansion in the Business School itself and a significant increase in student numbers had been observed. There has also been several new academic programmes developed and Professor Lacey noted the significant contribution of the Dean of the Business School to the growth of the School. He also noted that the Business School is currently in the final stages of the EQUIS accreditation process and that the accreditation team will tour the new building during their evaluation visit to Trinity.

With reference to the construction project, Professor Lacey informed the Board that while some delays had been experienced due to adverse weather conditions and that efforts are being made to minimise any further delay to the completion of the project. He then noted that it is envisaged that the building will be completed in February 2019 with an opening planned for March 2019. Professor Lacey also noted that some of the works on the upper levels are ahead of schedule with glazing currently being installed throughout.

With reference to the project budget, Professor Lacey informed the Board that the implications of the Sectoral Employment Order (SEO) were currently being clarified. He advised that the project was now utilising the budgeted reserved contingency and that every effort is being made to keep the project within its overall approved budget.

The Independent Monitor invited the Board's attention to his memorandum, dated 31 August 2018, which had been circulated. He advised the Board that in his view the budget is extremely tight for the project and is being maintained by the management and efforts of all of the team. He also advised that any costs arising from the SEO would need to be met from sources outside of the project budget. He noted that there are issues in ensuring adequate resources are available for the project as the construction industry is heavily over-subscribed at present. Mr Harmon advised that no major quality issues had been observed and that the team performance has been good to date.

Mr Green advised the Board that he had recommended that the project team meets more often over the next six months to help guide the project to successful completion and that external Project Managers may be invited to advise as appropriate. Mr Green also noted the contribution that the building will make to the surrounding area and advised of the high quality restaurant facilities secured for the building.

In response to queries from Board members, Professor Lacey advised that it is envisaged that the building will be fully operational in early March 2018. Professor Lacey also clarified that when space in the building is not being utilised for activities of the Business School it will be made available for use by the Commercial Revenue Unit and for other areas of College through the pool of rooms.

It was noted that future delays due to bad weather are not envisaged as the building is weather proofed at present but that extensions due to weather are an entitlement of the builder under the contract. With respect to the impact of the SEO, Mr Power advised that in addition to having the issue of the SEO reviewed by external advisors, the Capital Review Group is to carry out a full review in October 2018 and Professor Lacey advised that the team is focused on delivering the project on budget. The Treasurer/Chief Financial Officer clarified that while the

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target is for the project to finish on budget there is no provision contained in the project budget contingency to cover the costs which may arise from the Sectoral Employment Order.

The Provost closed the item by thanking all of the members of the project team for their contribution to delivering a building of this calibre.

Action/Decision

006.1 The Board considered and approved the report from the Programme Sponsor, Professor Gerard Lacey dated 4 September 2018;

006.2 The Board considered and approved the report from the Independent Monitor, Mr Leo Harmon, dated 31 August 2018.

BD/18-19/007 Printing House Square – Quarterly Update

The Dean of Students, Professor Kevin O’Kelly, the Head of Capital Projects and Planning, Mr Greg Power and the Independent Monitor, Ms Denise Kennedy joined the meeting for this item.

Professor O’Kelly invited the Board’s attention to his presentation which had been circulated and provided the Board with an update on the project to date. He advised the Board that as the construction was now above ground level a significant reduction in potential risks to the project has been observed. He noted that the Fire Certificate had been received following an 18 month process and required some changes to the proposed standards. Professor O’Kelly informed Board members that concerns had been raised regarding reports of being on schedule and subsequently it was confirmed that the project was two weeks behind schedule due to a sectoral shortage of workers. However, it is envisaged that this time will be recovered in due course and this issue is being monitored carefully by the Trinity-appointed Clerk of Works. He further advised the Board that the project remains within budget but that anticipated changes arising from Fire Certificate costs and any claims under the Sectoral Employment Order will impact on the budget contingency.

The Independent Monitor invited the Board’s attention to her memorandum, dated 5 September 2018, which had been circulated. She advised that to date the budget and contingencies in place appear to be adequate for the project. She confirmed that the additional works to comply with the Fire Safety Certificate requirements are expected to fall within the contingency which had been put in place. Ms Kennedy advised that any financial implications arising from claims submitted by contractors under the Sectoral Employment Order (SEO) would need to be monitored carefully.

She also remarked on the slippage to the programme and noted that following meetings with the contractor it is envisaged that any slippage would be recovered, subject to the availability of the appropriate resources. Ms Kennedy informed the Board that the appointment of a Clerk of Works had been helpful to the project proving beneficial in terms of monitoring quality of construction on site. She also advised the Board that relationships between the parties were good which will assist with the successful delivery of the project.

Ms Kennedy concluded by noting that overall the project is progressing well but the programme, site resources and the potential impact of the SEO on the project contingency will need to be monitored closely.

The Provost thanked the Professor O’Kelly as Project Sponsor, the Head of Capital Projects and Planning and the Independent Monitor for the update.

Action/Decision

007.1 The Board received the update from the Project Sponsor, the Dean of Students, Professor Kevin O’Kelly dated 4 September 2018;

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007.2 The Board considered and approved the report from the Independent Monitor, Ms Denise Kennedy, dated 5 September 2018.

BD/18-19/008 2010 Consolidated Statutes – Proposed Changes

The Registrar invited the Board's attention to her memorandum dated 6 September 2018, which had been circulated. She advised the Board that the implementation of the recommendations as approved by Board in June 2018, to facilitate the use of e-voting, requires changes to be made to the text of some Schedules to the Statutes. She then summarised the currently proposed changes identifying the relevant sections as follows:

- (i) Schedule 2 to the General Introduction;
- (ii) Schedules 2, 3 and 4 to the Chapter on the Fellows; and
- (iii) Schedule 1 to the Chapter on Professors.

The Registrar advised Board members that approval to amend the relevant text, as set out in her document was now sought and that further amendments will be brought forward to the Board as required to enable the full implementation of the recommendations.

In response to a query from a Board member, the Registrar clarified that ballots would remain in paper form for those staff members who do not have access to computer equipment.

Action/Decision

008.1 The Board noted and approved the memorandum from the Registrar, dated 6 September 2018 and the proposed amendments to the text of the Schedules as contained within.

BD/18-19/009 Estates Strategy

The Bursar/Director of Strategic Innovation invited the Board's attention to her presentation dated 12 September 2018, which had been circulated. She informed the Board that the Estates Strategy had previously been considered by the Board in June 2018 and, that following revision, was now before the Board for approval. She provided an overview of the Strategy and noted that implementation would take place across three timeframes: Short Term, Medium term and Long Term. The Bursar/Director of Strategic Innovation advised that any of the proposed undertakings that would require investment are to develop viable business cases and will be brought forward for approval through the normal governance structures. She also advised that an update would be provided to the Board in September 2019.

The Provost, noting that this is the first comprehensive Estates Strategy to be brought forward, thanked the Bursar/Director of Strategic Innovation and opened the item for discussion.

In response to a queries from Board members, the Bursar/Director of Strategic Innovation clarified that the Sectoral Employment Order should not present any issues for future capital projects. She also advised that the Commercial Revenue Unit is currently involved in reviewing the Book of Kells Exhibition and the flow of people through the Old Library and any proposals for the refurbishment of the Old Library Building would take in to account the importance of ensuring the preservation of the books and volumes held within. The Provost noted the importance of trying to secure Government funding to support refurbishment of the Library.

The Bursar/Director of Strategic Innovation, in response to comments from Board members, outlined some of the proposals to be explored in respect of student spaces and advised that in respect of a Student Centre user needs would need to be identified and a benchmarking exercise undertaken in this regard. She also advised of some short-term proposals plan for the 1937 Reading Room Building.

The Vice-Provost/Chief Academic Officer noted the work of the Senior Lecturer in respect of the development of a fixed time-table which should result in a significant improvement in the use of space across the campus.

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In response to comments from a Board member, the Bursar/Director of Strategic Innovation clarified that the space data for Research Centres was captured with the Schools data and is embedded in the Strategy.

The Board approved the Estates Strategy as presented and it was noted that a formal launch of the Estates Strategy is to take place in early November 2018.

Action/Decision

009.1 The Board considered and approved the document from the Bursar/Director of Strategic Innovation dated 4 September 2018 and the Estates Strategy contained within.

009.2 It was noted that a formal launch of the Estates Strategy is to take place in early November 2018.

BD/18-19/010 Athena SWAN Progress Update

The Vice-Provost/Chief Academic Officer invited the Board's attention to his memorandum, dated 4 September 2018, which had been circulated. He advised the Board that it is proposed that Trinity will renew its institutional Bronze award on or before the deadline of 30 November 2018 and summarised the proposed approval timeline for Board members. It was noted that the four Schools in the Faculty of Health Sciences are to apply for a Bronze award as a Faculty in November and that it is envisaged that Trinity will be in a position to apply for a Silver award by 2023.

In response to comments from Board members, the importance of embedding the good practices across the university was acknowledged. The Vice-Provost/Chief Academic Officer advised that the Faculty Deans had committed some resources to assist with the preparation of applications within their Faculties. However, it was acknowledged that further resource commitments were required to facilitate greater levels of participation.

The Provost noted the importance of this initiative for the University, which, to date has been progressive and shown leadership in such matters and the Vice-Provost/Chief Academic Officer agreed to liaise with the Faculty Deans to explore possibilities to further support staff in preparing Athena SWAN submissions.

The Provost thanked the Vice-Provost/Chief Academic Officer for his work on this item to date and for his role as Chair of the Equality Committee in recent months.

Action/Decision

010.1 The Board considered the memorandum from the Vice-Provost/Chief Academic Officer dated 4 September 2018.

010.2 An update on this item is to be considered at the next Board meeting under Matters Arising or a full agenda item if required.

BD/18-19/011 Visitors

The Secretary to the College provided the Board with a verbal update on the decision of the Visitors in response to the recently submitted dubium. He advised the Board that a change to the Statutes would be required in order to facilitate the use the term of 'Fresh' or 'Fresher' in place of 'Freshman'. Following comments from Board members, the Provost advised that this matter would be given further consideration and an update would be provided under Matters Arising at the next Board meeting.

Action/Decision:

010.1 The Board received the verbal report from the Secretary to the College.

010.2 An update on this item is to be given under Matters Arising at the next Board meeting.

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Professor Brennan left the meeting at this point.

BD/18-19/012 Honorary Degrees

The Board approved the report from the Registrar dated 10 September, which was tabled, and the nominations for Honorary Degrees contained within.

BD/18-19/013 Any Other Urgent Business**Staff Retirements**

The Board noted the members of staff who retired at the end of September and the Provost, on behalf of the College and the Board, having named each retiree individually, thanked them for their much valued service and contribution to College.

Particular thanks was extended to Professor Laudet for her significant contribution to Trinity both in her role as a Board member and her role as Senior Tutor.

SECTION A.2**BD/18-19/014 Draft Fitness to Study Policy**

The Dean of Students, Professor Kevin O’Kelly, joined the meeting for this item.

Professor O’Kelly invited the Board’s attention to the circulated Draft Fitness to Study Policy document, dated 27 August 2018 and provided an overview of the consultation process to date.

In response to comments from Board members, Professor O’Kelly advised that the policy had been prepared with input from the College Solicitor/Information Compliance Officer and Professor Eoin O’Dell from the School of Law. Workshops had also been held with an external law firm with relevant expertise. It was suggested that the final draft of the policy be reviewed externally and the need for minor amendments to be made was noted.

Action/Decision

014.1 The Board considered the memorandum from the Dean of Students dated 27 August 2018 and the accompanying policy. The Policy is to be revised and submitted for approval at a future meeting of the Board.

SECTION B**BD/18-19/015 Board Business**

- (i) Callover
The Board noted the Board Callover from the meeting of 27 June 2018.
- (ii) Outcomes
The Board noted the Board Outcomes from the meeting of 27 June 2018.

BD/18-19/016 University Safety Committee

The Board noted and approved the draft minutes of the meeting of 20 June 2018. Following comments from Board members, the Chief Operating Officer advised that a new Head of Safety

has been appointed and the importance of any safety issues being addressed in a timely manner was acknowledged.

Action/Decision

016.1 The Chief Operating Officer is to review the membership of the College Safety Committee and provide an update at the next meeting of the Board.

BD/18-19/017 Finance Committee

The Treasurer/Chief Financial Officer invited Board member's attention to those minutes of particular relevance to the Board. The Board noted and approved the draft minutes of the meeting of 6 July 2018.

BD/18-19/018 Library and Information Policy Committee

The Board noted and approved the draft minutes of the meeting of 23 April 2018.

BD/18-19/019 Engagement Advisory Group

The Registrar invited the Board's attention to the draft minutes of the meeting of 29 May 2018 noting that the inaugural Registrar's Civic Engagement Award had been awarded. The Board noted and approved the draft minutes of the meeting of 29 May 2018.

SECTION C

BD/18-19/020 Administrative Procedures in the Summer Session

The Board noted the memorandum from the Secretary to the College, as circulated, dated 5 September 2018.

BD/18-19/021 Committees

(i) Membership of Principal and Compliance Committees of Board

The Board noted and approved the Memorandum from the Registrar, as circulated, dated 5 September 2018, including a change to Schedule 2 of the Chapter on Committees in the Statutes.

(ii) Membership of the Committee on Student Conduct and Capacity 2018-19

The Board noted and approved the Memorandum from the Registrar, as circulated, dated 11 September 2018.

BD/18-19/022 Council Membership – Faculty of Arts, Humanities & Social Sciences

The Board noted the Memorandum from the Secretary to the College, as circulated, dated 4 September 2018.

BD/18-19/023 Board Membership: Non-Fellow Academic Staff Constituency

The Board noted and approved the memorandum, circulated, from the Secretary to the College, dated 4 September 2018.

BD/18-19/024 Associated Companies - Reports of Directors to Board

The Board noted and approved the Memorandum, circulated, from the Secretary to the College dated 31 August 2018.

BD/18-19/025 Sealings

The Board noted the sealings, as circulated.

This information is restricted due to commercial sensitivity.

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BD/18-19/026 Related Entity Financial Reporting

The Board noted the Memorandum, circulated, from the Treasurer/Chief Financial Officer dated 5 September 2018.

SECTION D

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

Signed:

Date: