



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

### **Board Meeting 1 December 2021**

*This meeting was conducted remotely using the Zoom application and was hosted in the Provost's Office.*

**Present:** Provost (Dr L Doyle), Vice-Provost/Chief Academic Officer (Professor O Sheils), Registrar (Professor N Cox), Bursar/Director of Strategic Innovation (Professor E Denny), Professor K Ahmad, Professor S Alyn Stacey, Professor L Brennan, Professor A Burke, Mr K Byrne, Ms J Donoghue, Ms B Genockey, Mr D Grouse, Professor R A Kenny, Ms L Keogh, Ms R Mathews-McKay, Professor R McManus, Professor K McTiernan, Ms S Mueller-Owens, Professor A Nolan, Professor D R Phelan, Professor L Roe, Ms G Scanlon, Professor A Seery, Professor F Sheerin, Professor J Walsh.

**Apologies:** Senior Lecturer/Dean of Undergraduate Studies (Professor D Shepherd), Professor D Faas.  
It was noted that the Registrar would join the meeting at approximately 11.40am after a Commencement ceremony and that Professor Burke and Professor Ahmad will need to leave the meeting early.

**In attendance:** Assistant Secretary to the College (Ms V Butler).

**(ex officio)** Secretary to the College (Mr J Coman), Treasurer/Chief Financial Officer (Mr P Reynolds).

**(by invitation)** Interim Chief Operating Officer (Ms O Cunningham), Vice-President for Global Engagement (Professor E Stokes).

### **SECTION A**

#### **BD/21-22/098 Statements of Interest**

The Secretary to the College advised that there was a potential conflict of interest for the Interim Chief Operating Officer in respect of agenda item D.32 Position of the Chief Operating Officer. Having discussed the matter with Ms Cunningham, the Secretary to the College recommended, and it was agreed, that Ms Cunningham would leave the meeting for the discussion on the item.

*Professor Brennan, Ms Keogh and Professor McTiernan joined the meeting at this point.*

#### **BD/21-22/099 Confidentiality and Timings for Agenda Items**

The Provost advised that in order to allow time for all items of business on the agenda to be appropriately considered the timings as specified on the agenda would be closely followed. She asked that contributions from Board members be succinct if at all possible and noted her appreciation for the commitment and dedication of Board members to the work of the Board.

The Secretary to the College, referencing the Consolidated Statutes 2010, reminded all members that the business of the Board is confidential. He advised that the Statutes provide that the Provost is the spokesperson for the Board and as such any media queries should be directed to Trinity Communications. The importance of all Board business being kept confidential was also noted.

**BD/21-22/100 Minutes of the Meeting of 3 November 2021**

The Board approved the draft minutes of the meeting of 3 November 2021 subject to the opposition of a Board member to the use of College Park as a location for the temporary exhibition due to its historic nature, being recorded in the discussion in minute BD/21-22/067(ii).

*Professor McManus, Ms Mueller-Owens and Professor Walsh joined the meeting at this point.*

**BD/21-22/101 Matters Arising**

The following items were raised under matters arising:

**(i) BD/21-22/062 Minutes of the meeting of 6 October 2021**

The Secretary to the College advised that an item on the format of Board minutes was on the agenda for discussion later in the meeting.

**(ii) BD/21-22/063 (i) BD/21-22/037 Annual Equality Monitoring Report 2019/20**

It was noted that the Annual HR Metrics Report was on the agenda for discussion and that additional information had also been circulated.

*Ms Donoghue joined the meeting at this point.*

**(iii) BD/21-22/063 Legislation**

The Secretary to the College advised of a delay to the original timeline for the approval of the proposed amendments to the legislation governing Irish Universities. He informed Board members that it appeared that the wording of the draft Bill would be considered by the Government in the coming weeks. The Secretary to the College advised that there had been further contact with Government officials and that the proposed Board composition remains as previously advised. He further advised that the Provost had raised the issue around student members and that the current proposal does not provide for more than 2 current students to be Board members across all of the universities. It was noted that there are still elements to be worked out around the hybrid nature of the Bill and that the wording of the Bill in relation to Board composition will be brought to a future meeting of the Board when it is available and, depending on timing, it may require a special meeting of the Board to be convened.

A Board member raised concerns regarding the proposed level of student representation on the Board and clarified the status of the Student Union Sabbatical Officers. The Provost advised that she had queried whether students could form part of the external membership of the Board but that it is understood that the proposed Bill currently does not provide for this. She also clarified that Trinity is proposing that the Presidents of the Students' Union and the Graduate Students' Union would fill the 2 student places on the Board.

A Board member, noting that some members of the Board had previously advised caution in respect of relying on the initially communicated timeline, voiced concerns regarding the current proposal. In response to a query from the Board member, the Provost confirmed that the possibility of appointing a retired staff member as an external member of the Board could be explored.

**(iv) BD/21-22/065 Institutional Review**

The Secretary to the College advised the Board that the actions contained in Action/Decision 065.02 and 065.03 had been completed and approved.

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

**BD/21-22/102 Provost's Report**

The Provost advised that in order to provide more time to discuss other items on the agenda that she would not provide a report at this meeting. It was noted that consideration could be given to moving this agenda item to a later time on the agenda when scheduling future meetings.

**BD/21-22/103 Strategic Capital Projects Updates****(i) Dashboard**

The Chief Operating Officer noted that the Dashboard had been discussed at the last meeting of the Board where it was agreed to include the date of the most recent update to the Board, the original completion date of projects, the impact on campus and associated mitigants. She advised that these amendments had now been incorporated and the Dashboard was before the Board for final approval.

**Action/Decision**

**103.01** The Board approved the revised Dashboard as presented.

**(ii) Focus on the Trinity East Project**

*Independent Monitor, Mr Andrew Grainger joined the meeting for this item.*

The Bursar/Director of Strategic Innovation invited the Board's attention to her presentation dated 26 October 2021 which had been circulated in advance. She advised the Board that the Grand Canal Innovation District had been launched by An Taoiseach in 2017 and the TTEC pre-development project was approved in June 2019. Since then the early activation phase has been operational and considerable progress has been made on the site. In March 2021 the Board reviewed the full development and funding options for the site which included building the E3 Research institute (E3RI). At a directional level the recommendation approved by the Board was to pursue a Trinity led approach to developing the campus versus the alternative which was a partner led comprehensive development of the site.

The Bursar/Director of Strategic Innovation advised the Board that the National Development Plan had been published in October 2021 and disappointingly Government funding for the project was not included in the plan. However, she noted that a lot of great work had been done to date and that there was an opportunity now to pause and to consider the strategic priorities for the University in respect of the site.

The Bursar/Director of Strategic Innovation concluded her presentation by noting the proposed next steps which include a period of strategic review of the project. She noted that while Government funding is not currently available, Trinity has a fully assembled site with an increase in value that can be of significant benefit to the University's strategic priorities.

Mr Grainger with reference to his report dated 24 November 2021, which had been circulated, advised the Board that Trinity has a great opportunity to conduct a strategic review of the project and that such a review is very timely. He also advised of the importance of exploring all funding opportunities and encouraged further consideration to be given to the long-term needs of the University in parallel with any wider strategy review and the Provost's "Imagine Trinity" manifesto.

The Provost thanked Mr Grainger and opened the item for comments and questions.

In response to a query from a Board member in respect of the nature of the strategic review, the Provost advised that a 2-step approach is envisaged where the University determines its priorities in the first instance and then invites external parties to inform the review. She also

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

noted that the Steering Committee for the TTEC pre-development project is due to come to complete its work.

Responding to a query from a Board, the Provost noted that work on The Portal is underway in respect of the redevelopment of existing buildings and voiced her commitment to progressing the climate action research agenda and to develop a space utilisation plan to further support this research.

A Board member welcomed the strategic review noting that in the past a number of Board members had expressed some unease regarding the pace and scale of the project. Another Board member thanked Mr Grainger for his report noting their preference for such documents in addition to the use of presentations. It was noted that the use of dashboards produced on a regular basis would be beneficial to Board members when receiving updates on large projects.

The Provost clarified that the pre-development phase was winding down and then the project would be paused for review with any existing contracts being carefully monitored by the Treasurer/Chief Financial Officer and the team in the Financial Services Division.

Responding to comments from a Board member in respect of the work conducted to date, the Provost clarified that the early activation phase had resulted in a significant increase in the value of the site. She noted that the Board had supported particular activities and those had been completed as directed by the Board. The Provost also noted that while it was disappointing to have not received Government funding under the National Development Plan there are opportunities and benefits to pausing the project at this time.

The Board member noted that they had previously raised opposition to the project and voiced their concern to learn that a large part of project cannot now proceed. Responding to the Board members comments, the Provost noted that some good things in terms of improving Trinity East had been achieved and noted the importance of conducting the review to determine how best to proceed given previous experiences.

*Ms Scanlon joined the meeting at this point.*

A Board member voiced their support for the strategic review noting that the Pandemic will have negatively impacted many of the original plans for the project. They also noted the importance of giving careful consideration to the allocation of philanthropic funding so that the College community as a whole can benefit particularly as there has been financial pressure in some schools in recent years.

Following comments from Board members the due diligence in respect of the project was welcomed and it was noted that it will be important to continue to increase space and opportunities for research staff. In response, the Provost noted the importance of using the site in a meaningful way and that some small refurbishment works could result in increased space for postgraduate students.

The Provost thanked Mr Grainger and brought the item to a close.

#### **Action/Decision**

**103.02** The Board received the update from the Bursar/Director of Strategic Innovation.

**103.03** The Board considered and discussed the memorandum from the Independent Monitor dated 24 November 2021.

*Mr Grainger left the meeting at this point.*

**BD/21-22/104 Financial year 2022 Consolidated University Budget**

*Financial Planning and Risk Manager, Mr Keith Creedon joined the meeting for this item.*

The Treasurer/Chief Financial Officer made the presentation from himself and Mr Creedon, based on the memorandum dated 24 November 2021, which had been circulated in advance. He advised the Board that the preparation of the consolidated University budget to September 2022 began in May with final revisions made in early October 2021 when there is more certainty in respect of student registration numbers. He noted that the Budget was presented today for approval.

The Treasurer/Chief Financial Officer advised the Board of the context of the environment and revenue model in which the University operates noting that a significant reduction in the State grant had been observed since 2008 and that such funding deficits been partially met by the Global Relations Strategy, philanthropy and commercial revenue. He also noted the significant financial challenges which had been observed due to the Pandemic and advised that, while there are signs of recovery, monitoring of costs and financial controls are still required.

The Treasurer/Chief Financial Officer summarised the financial impacts of the Pandemic noting that the impact could have been greater were it not for measures put in place to reduce costs. He also provided a comparison of the finances underpinning the original Strategic Plan with those of the revised Strategic Plan noting that for the first time ever there are expected to be over 20,000 students registered in the University this year.

It was noted that a deficit budget is envisaged for the current year in line with the revised Strategic Plan 2020-25 in the context that a return to financial sustainability will be in place the following year.

The Treasurer/Chief Financial Officer concluded by opening the item for questions and comments and noted that there will be quarterly financial updates given to the Board.

A Board member congratulated the Treasurer/Chief Financial Officer and his team for preparing the report noting that the information was presented in a clear and accessible way. He noted a transformation in the University's income from new academic programmes and a growth in International students. The contribution of academic staff to growing and launching new academic programmes was acknowledged. The Board member suggested that the financial envelope for promotions be removed and that roles such as Programme Directors should be considered as service to College in the promotions process.

The Provost, responding to the comments from the Board member, noted that a full review of the Academic Promotions Process is planned and that such things as the financial envelope could be discussed at that point.

The Treasurer/Chief Financial Officer, responding to comments from a Board member in respect of the effect of increased student numbers on the staff:student ratio, advised that the figure reflected a return to student numbers following a observed decrease caused by the Pandemic. He noted that a strategic discussion regarding the optimum level of student numbers would be required to determine the best situation for the University. He also assured the Board that the Planning Group is undertaking a comprehensive review of the Baseline Budgeting Model (BBM).

Several Board members noted the continued reduction in State funding to the Universities noting that this was detrimental to society and yet not well known to members of the general public. It was noted that future consideration could be given to highlighting this continued reduction in funding more broadly.

Some Board members observing a reliance on student fee income noted the importance of ensuring that there are appropriate facilities and services in place for the increasing number of students.

Responding to a query from a Board member, the Treasurer/Chief Financial Officer clarified the interest costs across all debt for the current and next year.

**Action/Decision**

**104.01** The Board considered and approved the memorandum from the Treasurer/Chief Financial Officer dated 24 November 2021.

**104.02** The Board approved the Consolidated University Budget to September 2022.

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

*Mr Creedon left the meeting at this point.*

## **BD/21-22/105 HR Reports**

*Director of Human Resources, Ms Antoinette Quinn and Head of Strategic Planning and Process Improvement (HR), Ms Gwen Turner joined the meeting for this item.*

### **(i) Annual HR Metrics Report 2021**

The Provost introduced the item noting that a Board member had suggested and submitted some helpful comments for future Annual HR Metrics Reports.

Ms Quinn made the presentation on the document dated 25 November 2021 which had been circulated in advance. She provided the Board with an overview of the current staffing levels in the University noting that an overall growth in staff numbers has been observed in recent years. Ms Quinn also provided a summary of the key trends in staffing across the University and the main growth areas from 2014 to 2021.

Ms Turner provided the Board with an overview of the use of occasional staff and casual payroll. In addition, she provided Board members with an overview of recruitment competitions by type and category, the number of which had reduced due to the Pandemic. A breakdown of the composition of Academic and administrative staff was also provided.

Ms Turner concluded by noting that student growth was broadly in line with Academic staff growth and that to achieve a staff student ratio target of 1: 16 further investment will be required. She also noted the risk of a return to higher levels of attrition as buoyancy returns to the jobs market.

The Provost thanked Ms Quinn and Ms Turner and opened the item for questions and comments.

Following comments from Board members welcoming the report and highlighting the need to further review the engagement of research staff and to further develop the career of early academics, it was suggested, with the support of a number of Board members, that a working group be established to review the use of occasional staff, casual pay and fixed term versus permanent positions. The importance of ensuring exit interviews are conducted was also acknowledged.

In response to comments from a Board member, Ms Quinn clarified that information in respect of students in receipt of a stipend is not included in this report as it focuses on paid employees of the University. She noted the request for further consideration to be given in respect of the use of casual pay and fixed term versus permanent contracts and agreed to further consider this for future reports.

### **Action/Decision**

**105.01** The Board considered and approved the memorandum from the Director of Human Resources dated 26 November 2021.

*The Registrar joined the meeting at this point.*

### **(ii) One-off Report on Research Staff**

Ms Quinn, with reference to her memorandum dated 24 November 2021 which had been circulated, advised the Board that the circulated Report on Research Staff was compiled in February 2021 in response to written queries from a Board member. It was shared with the

Associate Deans of Research at that time and presented to the Research Committee meeting of 9 March 2021.

She noted that the report is being circulated to Board for information, as queries in relation to statistics on research staff have arisen at recent meetings. It is not proposed to produce such a report on an annual basis as the Annual HR Metrics Report already provides information on research staff, to the same level as is provided for other categories of staff in the University. Ms Quinn concluded by noting that Human Resources will continue to respond to any specific queries Board members may have.

Following comments from a Board member the importance of ensuring career opportunities for research staff was acknowledged.

**Action/Decision**

**105.02** The Board noted the memorandum from the Director of Human Resources dated 24 November 2021 and the accompanying Report on Research Staff.

*Ms Quinn and Ms Turner left the meeting at this point.*

*Professor Burke left the meeting also at this point.*

**BD/21-22/106 Visitors**

*This item was taken at this point in the meeting.*

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

**BD/21-22/107 University Council**

*This item was taken at this point in the meeting.*

The Board noted and approved the draft Acta of the Council meeting of 17 November 2021.

**BD/21-22/108 2010 Consolidated Statutes: Assent of the Fellows**

The Registrar advised the Board that the assent of the Fellows in respect of recent Chapter changes had been received and that he had written to the Fellows to advise them of this fact.

**Action/Decision**

**108.01** The Board received the report from the Registrar.

**BD/21-22/109 2010 Consolidated Statutes: Proposed Amendments to Schedule 1 to the Chapter on Chancellor (Schedule on Nomination and Election of Chancellor and Pro-Chancellors)**

The Registrar, with reference to his memorandum dated 24 November 2021 which had been circulated in advance, provided the Board with a summary of and the rationale for the proposed amendments which would see the number of Pro-Chancellors increasing from 6 to 7.

In response to a query from a Board member, the Registrar advised that the proposal would have a permanent effect.

The Provost paid tribute to the Registrar, the Graduations Team and the members of the Caput for their hard work and dedication in organising and conducting the recent Commencement ceremonies.

**Action/Decision**

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

**109.01** The Board considered and approved the memorandum from the Registrar dated 24 November 2021.

**BD/21-22/110 Board Minutes**

The Secretary to the College introduced this item with reference to his memorandum dated 24 November 2021 which had been circulated in advance. He advised Board members that unlike the practice in some other universities the minutes of the Trinity Board meetings are published on the website.

The Secretary to the College also noted that comments placed in the chat function during online meetings do not form official part of the record and referenced that, as set down in the statutes, any suggested amendments should be brought to his attention by the day before the next meeting so that an agreed amendment to the wording can be drafted in advance, thus saving time at meetings.

The Provost, in response to comments from a Board member, noted that the principle of anonymity is observed to encourage Board members to contribute to the discussion on items openly. She noted that while many Board members are elected, at meetings of the Board all members are tasked with acting in the best interest of the University as a whole.

In response to comments from a Board member, the Provost noted the importance of the Board minutes capturing a range of views including opposition to proposals in addition to any individual dissents.

The Vice-Provost for Global Engagement noted that the minutes reflect the record of the meeting rather than individual positions.

The Provost responding to further comments from a Board member noted that the minutes generally capture the points made by Board members.

**BD/21-22/111 Any Other Urgent Business**

There were no other items of urgent business.

**Section A.2**

**BD/21-22/112 Revised Waste Management Policy**

The Board considered and approved the memorandum from the Dean of Students and the Sustainability Advisor dated 13 October 2021 and the revised Waste Management Policy.

**BD/21-22/113 Blended Working Policy**

*The Director of Human Resources, Ms Antoinette Quinn re-joined the meeting for this item.*

A Board member welcomed the policy and noted the importance of ensuring appropriate planning and arrangements to ensure continuity in activities across the College.

In response to comments from a Board member, the Provost clarified that the implementation of the policy will be subject to public health guidelines in respect of Covid-19.

Ms Quinn, responding to a query from a Board member in respect of childcare arrangements, clarified that it is expected that staff members will ensure adequate childcare arrangements are in place as appropriate.

The Provost advised that it is proposed to circulate the policy now to allow time for people to plan and Ms Quinn confirmed that the policy if approved will be ready for January 2022 and will be implemented as and when it is appropriate to do so.



**Action/Decision**

**113.01** The Board considered and approved the memorandum from the Director of Human Resources dated 29 October 2021 and the accompanying Blended Working Policy.

*Professor Ahmad left the meeting at this point.*

**BD/21-22/114 Updated Senior Academic Promotions Procedure and Updated Senior Academic and Academic Consultant Promotions Procedure (Dublin Dental University Hospital)**

*The Director of Human Resources, Ms Antoinette Quinn remained in the meeting and the Head of Talent, Ms Fidelma Haffey joined the meeting for this item.*

The Provost introduced this item noting that it is planned to conduct a major review of the Academic Promotions Procedure in due course and that the proposal before the Board is to allow promotions to proceed in the interim with some minor and easily implementable revisions.

A Board member welcomed the minor revisions and in particular the removal of the restriction in applying in consecutive promotion rounds. It was noted that further consideration could be given to the use of a financial envelope and to widening the participation of external referees.

A Board member, noting his agreement with the points, echoed points made earlier in the meeting by another Board member which included the removal of the financial envelope and quota. It was also noted that consideration could be given to including roles such as Programme Directorships as specific examples of service to the College Community as it can sometimes prove problematic to encourage colleagues to act in such roles.

The Vice-Provost/Chief Academic Officer noted that this proposal will enable already approved promotion rounds to be progressed and noted that the points made by Board members will be considered as part of the larger review.

In response to a Board member who noted that further consideration could be given to personal circumstances, Ms Quinn advised that this will also be considered as part of the larger review.

Responding to comments from a Board member noting that there had been no promotional opportunities for administrative and technical staff for some time, Ms Quinn advised that a career framework for such categories of staff had been developed and is being discussed with the relevant stake holders.

Ms Haffey clarified for the Board that while there are small changes proposed at this time it will enable two rounds of promotions to be conducted very quickly with the 2020 call launching later in the week and the next call scheduled to be issued in August 2022.

**Action/Decision**

**114.01** The Board considered and approved the memorandum from the Director of Human Resources and the Head of Talent dated 23 November 2021.

*Ms Quinn and Ms Haffey left the meeting at this point.*

**BD/21-22/115 Updated Travel Policy**

*Finance Operations Manager, Ms Aine Mulcahy, joined the meeting for this item.*

Following comments from Board members, the role of in-person meetings was acknowledged and a minor amendment to the wording was agreed.

The scope for further promoting global sustainable travel including the grouping of trips together was also noted.

**Action/Decision**

**115.01** The Board considered and approved the memorandum from the Secretary to the College dated 19 November 2021.

**115.02** The Board approved the updated Travel Policy subject to a minor amendment to the wording whereby staff are to be encouraged to consider all options in advance of making travel arrangements.

**SECTION B**

**BD/21-22/116 Board Business**

- (i) The Board noted the callover updated to 3 November 2021.
- (ii) The Board noted the outcomes from the meetings of 3 November 2021.

**BD/21-22/117 Engagement Advisory Group**

The Board noted and approved the minutes of the meeting of 27 May 2021.

In response to comments from a Board member welcoming the progress being made in respect of becoming an University of Sanctuary the Chair of the Equality Committee noted that consideration is being given as to how the new Equality, Diversity and Inclusion structures in the University can assist in progressing this matter further.

**BD/21-22/118 Finance Committee**

The Board noted and approved the draft minutes of the meeting of 7 October 2021.

**BD/21-22/119 Quality Committee**

The Board noted and approved the draft minutes of the meeting of 9 November 2021, and the following accompanying appendices:

- (i) Progress Report for the Quality Review of Human Resources;
- (ii) Progress Report for the Quality Review of IT Services;
- (iii) Annual Quality Report to Quality & Qualifications Ireland (QQI) 2020/21.

**SECTION C**

**BD/21-22/120 Board Business Approved by Written Procedure**

The Board noted that the following were approved by the Board via written procedure on 17 November 2021:

- (i) Amendments to the Institutional Self-Evaluation Report (ISER)
- (ii) Amendments to the minutes of the Board meeting of 6 October 2021

**BD/21-22/121 Higher Degrees**

The Board noted the following:

- (i) Higher Degrees, approved by the sub-committee of Board and Council on 20 October 2021 (the Higher Degrees list of 22 September 2021 was circulated to the Board meeting of 3 November 2021 in error)
- (ii) Higher Degrees, approved by Council on 17 November 2021

**BD/21-22/122 Prizes and Other Awards**

**(i) Gold medals**

The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies dated 22 November 2021 (see Appendix 1 to this minute).

**(ii) School of Medicine Prizes**

The Board noted and approved the Memorandum from the School of Medicine dated 28 October 2021

**(iii) Lucy Gwynn Prize Committee**

The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies dated 22 November 2021

**BD/21-22/123 Proctors' Lists for Winter Commencements**

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 22 November 2021.

**BD/21-22/124 Representation – National Institute for Bioprocessing Research and Training (NIBRT)**

The Board noted and approved the nomination of Professor Anne-Marie Healy, School of Pharmacy and Pharmaceutical Sciences, to the Board of the National Institute for Bioprocessing Research and Training (NIBRT) in place of Professor Brian Broderick

**BD/21-22/125 Pro-Chancellors of the University of Dublin**

The Board noted and approved the memorandum from the Registrar dated 24 November 2021.

**BD/21-22/126 Resignation of Fellowship**

In response to a query from a Board member, the Provost advised that she had been in contact with the Fellow a number of times to ensure that they wish to proceed with their resignation and noted that Fellowship can be regarded as having varying degrees of responsibility.

The Board considered and approved the memorandum from the Secretary to the College dated 26 November 2021.

**BD/21-22/127 Tutors Nominations**

The Board noted and approved the memorandum from the Senior Tutor dated 17 November 2021.

**BD/21-22/128 Collaboration Agreement with HSE Placement Providers**

The Board noted and approved the memorandum from the Registrar dated 24 November 2021.

**SECTION D**

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

*The Provost thanked everyone for their time and closed the meeting. She noted her appreciation for the commitment of Board members to the University and wished everyone a Happy Christmas.*

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

**Gold Medals 2021**

<b>Course</b>	<b>Name</b>	<b>Scholar</b>
Management Science and Information Systems Studies	McVeigh-Keeling, Óran	
Medicinal Chemistry	Conboy, Órla	
Medicinal Chemistry	Conboy, Aoife	
European Studies	Bäumer, Marie	
European Studies	Bond, Claudia	
European Studies	Keeley, Sinéad	
European Studies	Lyons, Mathilde	
Computer Science and Language	Comtois, Madeleine	
Computer Science and Language	Higgins, Cian	
Midwifery	Exton, Kaitlan	
Nursing Studies (General Nursing)	Daniels, Kerry	
Natural Science: Genetics	Loughran, Elle	<i>Sch</i>