

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 28 March 2012

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Senior Lecturer (Professor P Geoghegan), Registrar (Professor S P A Allwright), Bursar (Professor D Lloyd), Mr R Bartlett, Professor S D C Barrett, Professor M Bouroche, Dr O Braiden, Professor M A Coffey, Mr F Cowzer, Professor W J Dowling, Mr J Gallagher, Professor H Gibbons, Professor R Gilligan, Professor J F McGilp, Dr K J McGinley, Professor N Marples, Ms N Murray, Ms M O'Connor, Professor C O'Farrelly, Professor E J O'Halpin, Professor D O'Neill, Professor H J Rice.
<i>Apologies</i>	Ms R Barry, Ms L Miller, Professor D M Singleton.
<i>In attendance</i>	Ms S Mac Bride.
<i>(ex officio)</i>	Secretary to the College, Treasurer.
<i>(by invitation)</i>	Chief Operating Officer, Vice-Provost for Global Relations. Internal Auditor (for BD/09-10/196) Ms J O'Neill, Chair of the Audit Committee (for BD/11-12/196) Ms L Gallagher, Representative of the Auditors, KPMG (for BD/11-12/196) Ms M Mulligan, Representative of the Comptroller and Auditor General (for BD/11-12/196) Ms J Byrne, Financial Resource Manager (for BD/11-12/197) Professor E O'Dell (for item BD/11-12/206)

SECTION A

BD/11-12/195 Fellowship 2012

The Board noted the nominations to Fellowship as presented by the Provost.

BD/11-12/196 Consolidated Financial Statements 2009/2010

The Board noted the following documents which had been circulated for consideration under this item:

- (i) Memorandum from the Treasurer, dated 21 March 2012;

- (ii) Consolidated Financial Statements for the end ending 2009/2010 together with draft Letters of Representation to KPMG and to the Comptroller and Auditor General from the Provost and Treasurer.

The Financial Resources Manager, by way of presentation, outlined the College's financial reporting requirements and advised that the Consolidated Financial Statements represented the second part of the financial reporting for the year under review, following completion of the Funding Statements. She invited Board's attention to the College's net income and expenditure, balance sheet and the reconciliation with the Funding Statements, which highlighted the results of the differing accounting treatments for transactions under the Harmonised Basis and GAAP. The Board noted that once the Consolidated Financial Statements are approved they will be translated into Irish and presented to the Oireachtas. The Board noted that there were no adjusted or unadjusted audit differences and no material control weaknesses identified by the external Auditors.

Ms Gallagher, representative of KPMG, present by invitation, advised Board that there were no additional matters which she wished to bring to the Board's attention and that on receipt of the signed Consolidated Financial Statements and Letter of Representation it was the Auditors' intention to issue a qualified audit opinion. Ms Gallagher advised Board that in keeping with a number of other Auditors in the sector, they have taken the view that, in order to recognise the pension asset in the balance sheet, financial reporting standards would require more audit evidence than is currently available in regard to the State meeting the College's pension liabilities.

Ms Mulligan, representative of the Comptroller and Audit General, present by invitation, noting the C & AG's reliance on the work of the external Auditors, advised Board that the C & AG will issue an unqualified opinion of the Consolidated Financial Statements on the basis that it is the C & AG's view that the legislation has now been passed transferring the full liability for the Master Scheme to the State. She also noted that the Universities Act, 1997 underpins the College's Model Pension Scheme and that the State funding of legitimate costs, including pension costs, is normal practice in non-commercial bodies.

Ms O'Neill, Chair of the Audit Committee, present by invitation, advised Board that the Audit Committee had considered the Consolidated Financial Statements as presented and is not aware of any issues of concern that would preclude the Board from approving the accounts and Letters of Representation for the year under review. The Board noted the Chair's concern regarding the level of resources available to the College's Internal Auditor and its effect on the level of assurance which can be given to the College.

During the course of a short discussion, the Treasurer advised Board that he had previously engaged with the HEA in relation to the on-going qualification by the external Auditors and confirmed that he will engage again on behalf of the College and the sector in an effort to resolve the issue. The Board noted that concerns in relation to the effectiveness of the current financial systems within the College will be addressed by the new Financial Information Systems (FIS) project.

In conclusion, the Provost thanked KPMG, the C & AG, the Audit Committee and the Treasurer's Office. The Board approved the Consolidated Financial Statements for the

year ending 2009/2010 and the associated Letters of Representation and agreed that they should be signed by the Provost and the Treasurer on its behalf.

BD/11-12/197 Estimates 2012 and Annual Budgetary Cycle 2012/2013

The Board noted the following items:

(i) Estimates 2012

The Treasurer invited Board's attention to a memorandum, dated 21 March 2012, which had been circulated outlining the Financial Estimates 2011/12 and the Calendar Estimates 2012. He advised Board that detailed Estimates have been prepared based on the Annual Budgetary Cycle process approved by Board in March 2011 and if approved will be presented to the HEA.

Noting that the 2012 Estimates of Income and Expenditure had been considered by Executive Officers on 15 March 2012, by the Planning Group on 22 March 2012 and by the Finance Committee on 23 March 2012, the Treasurer invited Board's attention to the following issues:

- (a) the 2012 core recurrent grant allocation to the College is €50.8m which represents a decrease of 10% on the previous year;
- (b) due to the College's financial position it is getting increasingly difficult to maintain financial flexibility and in this light of this it is necessary to examine further possible savings for 2012/2013 in order to achieve a balanced budget;
- (c) the College has initiated income generation strategies but these will require time to realise;
- (d) the College is currently engaging with the HEA on the matter of unauthorised payments.

The Treasurer, noting the need to maintain a balanced budget in 2011/2012 in order to comply with the terms of the current Employment Control Framework, advised Board that in order to do so the College would have to avail of its current financial reserves.

During the course of a discussion, the Treasurer and the Financial Resources Manager clarified a number of technical issues and advised Board of the mechanisms to achieve a balanced budget.

The Board noted the Audit Committee's concerns about the forthcoming report from the C&AG on unauthorised payments. It was agreed that the Audit Committee would review the matter and report at the next meeting of Board.

The Board approved the Financial Estimates for 2012 and agreed that the College will deliver a balanced budget for the year.

(ii) Annual Budgetary Cycle

The Vice-Provost/Chief Academic Officer invited Board's attention to a memorandum, dated 23 March 2012, which had been circulated. She advised Board that following discussions on the Planning Group Report No. 6 at the last Board meeting it was decided that the College's mechanism for resource allocation should focus more on KPIs which would be embedded into RPM.

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The Board noted that the move away from RPM would mean that Schools would no longer operate using two budgets but rather one actual budget based on real allocations. The Vice-Provost/Chief Academic Officer advised Board that as financial resources continue to decline and costs continue to increase it is imperative that the College aligns its resources against its strategic priorities.

In the course of a discussion, Board members expressed concern about the possible weightings which will be placed on the individual KPIs and the effect this may have on allocations and subsequently on alignment with the College's strategic priorities. The Board also noted the need to put in place KPIs in order to measure teaching performance as well as research. In response to the issues raised the Vice-Provost/Chief Academic Officer advised that the principles presented are intended to be a temporary solution and that detailed proposals are being considered to make the process more robust. She further advised that appropriate KPIs are available in order to measure adequately the quality of teaching as well as research.

The Board noted the Annual Budgeting principles which will inform the Annual Budgeting Cycle for 2012/2013 noting that detailed proposals on KPIs will be presented to Board for consideration in due course.

BD/11-12/198 Minutes

The minutes of the meeting held on 29 February 2012 were approved and signed.

BD/11-12/199 Matters Arising

A number of matters arising from the minutes were discussed and have been recorded below, (see minutes BD/11-12/200, 201 below).

BD/11-12/200 The Higher Education Landscape document issued by the HEA (see minute BD/11-12/169(i) of 29 February 2012)

The Board noted concerns expressed by Professor Barrett regarding the future of the former IUQB and its merger with the Higher Education and Training Awards Council (HETAC), the Further Education and Training Awards Council (FETAC), and the National Qualifications Authority of Ireland (NQAI).

BD/11-12/201 University Governance (see minute BD/11-12/169(ii) of 29 February 2012)

The Board noted that discussions had taken place in the Seanad on proposed changes in the structures of governing authorities in universities with an emphasis on external representation.

BD/11-12/202 Academic Titles (see Actum CL/11-12/117 of 14 March 2012)

The Vice-Provost/Chief Academic Officer invited Board's attention to a memorandum, dated 20 March 2012, which had been circulated. She advised Board that following the approval of the recommendations of the Working Party on the Internationalisation of Academic Titles in the last academic year, the Working Party had met several times to

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resolve all outstanding issues and the Academic Titles now presented had been approved by Council on 14 March 2012 and the Human Resources Committee on 21st February 2012.

During the course of a short discussion the Board noted concerns that the interpretation of the title of Assistant Professor in the United States indicates an untenured post which may not be advantageous to members of the academic staff.

The Board approved the memorandum as presented and agreed that, *mutatis mutandis*, retired staff are entitled to use the new Academic titles as are honorary senior staff in Health Sciences.

BD/11-12/203 Scholarship 2012

The Senior Lecturer invited Board's attention to a memorandum, dated 28 March 2012, which had been tabled. He stated that one hundred and three Scholars were proposed for election on Trinity Monday, of whom eight were Foundation Scholars. The Board noted that a Working Group had been established to conduct an analysis of the operation of the Scholarship exams.

BD/11-12/204 University Council

The Board confirmed the Acta of the University Council from its meeting held on 14 March 2012 subject to further comments covering CL/11-12/115, 117, 124, 127, 130, 131, 133 noting in particular:

CL/11-12/115 Provost's Report

The Board noted that an IUA meeting has been scheduled in order to discuss a sectoral approach to a recent directive by the HEA requiring a further reduction in staff numbers.

CL/11-12/127 Whately Chair of Political Economy (1832)

The Board confirmed the appointment of Professor P Lane to the Whately Chair of Political Economy (1832).

The Treasurer and Secretary withdrew from the meeting for the following item.

BD/11-12/205 Second START Taskforce Report to Board

The Provost, introducing the item, advised Board of its decision to make the review of Administrative, Technical and Support areas a priority in order to ensure the College receives value for money and that the services are fit for purpose to support the College in delivering high quality teaching and research. He advised Board that the membership of the START Taskforce comprised the Bursar as Chair, the Chief Operating Officer and three other members.

The Bursar invited Board's attention to the second START Taskforce report which had been circulated and advised Board of the following by way of presentation:

(i) **Engagement and Consultation**

The Bursar advised the Board of the significant level of consultation which had taken place throughout the College by way of briefing sessions, one-to-one

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meetings, skip level meetings, electronic feedback and dedicated student sessions. The Board noted the benefit of uniting disparate groups of staff who would not otherwise have the opportunity to interact in this way. In response to a query, the Bursar clarified that part-time staff in the hospitals had been included in the consultation process.

(ii) **Problem Statement**

The Board noted the statement as articulated by the Taskforce that 'Trinity's position can only be maintained through creation of a support framework commensurate with a student-centred, research intensive, world class academic organisation. The current Services and Support Structures can be better structured to realise their potential for success.'

(iii) **Key Structural Changes**

The Bursar advised Board that the Taskforce recommends the creation of three service divisions within the College namely Academic, Corporate and Finance with clear ownership and responsibility vested in three College Officers; namely a Chief Academic Officer, a Chief Operating Officer and a Chief Financial Officer. It is proposed that the academic direction of the College will set the agenda and work plan of the academic services, while corporate and financial services will report to the Chief Operating Officer and the Chief Financial Officer respectively.

In response to a query, the Bursar clarified that the role of the Chief Financial Officer as opposed to the role of Treasurer was yet to be defined, noting that it is envisaged that it will be a strategic role. The Board noted that the scope of all new proposed posts may not, in all instances, lead to new appointments. The Board also noted the historic importance of the Librarian within the College structure and need to protect this role.

The Bursar advised Board that it is proposed that the Communications and Global relations functions should come within the remit of the Office of the Provost and that the three Faculty Offices should be merged into a single Faculties' Office. A dedicated Strategic Planning and Projects Unit (SPPU), under the Chief Academic Officer is also proposed. The Board also noted the recommendation for the establishment of a Central Services Building.

In the course of a discussion, the Board noted that consideration should be given to making the support of the proposed SPPU available to the Chief Operating Officer and Chief Financial Officer as well as the Chief Academic Officer. The Board also noted that the structural changes which relate to support for Academic Staff should be considered by the Heads of School Committee and Council.

The Board also emphasised the importance of retaining the unique aspects of the College and its culture, which make it distinctive within the Irish university sector.

(iv) **Major Recommendations**

The Bursar invited Board's attention to a number of major recommendations covering the following issues:

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- (a) **Change Management**
The Board noted the recommendation to appoint an appropriately qualified Director of Change Management in order to oversee the implementation of the recommendations once they are approved by Board. The Board, noting the need for a wide level of engagement with all staff in relation to the change management process and the implementation plan, noted in particular that all staffing issues should be dealt with sensitively.
- (b) **Re-articulation of all Officer, Area Head and Director level roles and responsibilities**
- (c) **Service levels in support areas**
The Board, noting the advantages of improving levels of services in the College, acknowledged the importance of maintaining the unique aspects of the College's services, such as the Tutorship scheme, which distinguish it from other universities. The Board also noted that further consultation would take place with service areas in relation to establishing service level agreements.
- (d) **Review of financial reporting arrangements in support areas**
In response to a number of queries raised by Board members, the Bursar clarified that the recommendations propose that all areas would operate by way of multi-annual budgeting.
- (e) **Human Resources**
The Board noted that any HR policy should make provision for transfer of undertaking arrangements and pension matters. The Board also noted that the policy would deal with the issue of the election of Faculty Deans.
- (f) **Review of Principal Committees**
Board members expressed concern that, should certain principal committees of Board be abolished, the Board would lose an element of its oversight role, noting that annual reporting to Board may not provide sufficient oversight. The Board noted that the Estates Committee could be improved by convening user committees for large capital building and refurbishment projects.
- (g) **Value for Money Assessments**
In response to a query, the Bursar clarified that as part of the reviews recommended by the Taskforce it is possible that such assessments will include situations where external provision of specialised project work may represent better value for money for the College. The Board noted that, following the value for money assessment for all identified areas, further recommendations would be brought back to Board for consideration.
- (v) **Incremental Recommendations**
The Bursar invited Board's attention to nine incremental recommendations. The Board noted concern from Board members in relation to some recommendations particularly in relation to those which would place

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additional costs on students for medical services and those which would change the functioning of the Board. The Board also noted the potential positive effect from establishing a mechanism for receiving customer feedback for support services and from the proposed establishment of a Provost's forum.

(vi) **Financial Implications**

The Bursar advised Board that further details were required in relation to the cost implications of the structural changes, particularly in relation to all proposed new posts, major recommendations and incremental recommendations, noting that some incremental recommendations were capable of being introduced on a cost neutral basis.

(vii) **A Service Map for the College**

The Board noted the service map of the College as presented. The Bursar advised Board that the College Secretary will report directly to the Provost under the new proposed structure, noting that the responsibilities of the current College Secretary will be reduced following the transfer of the Communications Office to the remit of the Director of Communications. The Board noted that further clarification was needed in relation to the creation of new posts and that consideration should be given to defining a more strategic role for IT within the College structure.

The Board welcomed the Second START Taskforce Report and agreed the general thrust of the document. It agreed that the report should be circulated for discussion purposes with the removal of the specific incremental recommendations relating to the functioning of the Board and approved the Incremental Recommendation to implement a web-based suggestions box and a complaints feedback forum with immediate effect.

The Board agreed that further discussion was necessary with Heads of School, a subgroup of Fellows and the wider College Community and that following this process a report would be considered by Board at the next meeting. The Board agreed that this report should be comprise:

- (a) a full cost benefit analysis for each recommendation;
- (b) a risk analysis for each recommendation;
- (c) a detailed report of the roles and responsibilities for all proposed new posts.

The Treasurer and Secretary rejoined the meeting

BD/11-12/206 Statutes Schedules

The Registrar invited Board's attention to the following items:

(i) **Student Conduct**

The Registrar invited Board's attention to a memorandum, dated 20 March 2012, which had been circulated outlining the revised Chapter on Student Conduct and Capacity and associated schedules. She advised Board that the Schedules Working Party had engaged in wide consultation including

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representatives of the Students' Union, the Graduate Students' Union, the Chair of the Panel of Enquiry, former College Officers, Directors of Student Services and the Fellows.

The Registrar, and Professor O'Dell present by invitation, invited Board's attention to the following:

- (a) Statutory amendments to the Chapter on Student Conduct and Capacity;
- (b) Schedule 1 on Student Conduct and Capacity Committee
- (c) Schedule 2 on Discipline;
- (d) Schedule 3 on Mental Health;
- (e) Schedule 4 on Fitness to Study;
- (f) Schedule 5 on Fitness to Practice.

The Board approved the Chapter and Schedules as presented and agreed that the amendments to the Chapter be forwarded to the Fellows for Assent.

(ii) **Academic Freedom**

The Registrar invited Board's attention to a memorandum dated 21 March 2012, which had been circulated. She advised Board that following the approval of the Policy on Academic Freedom by Board in 2011 it was intended that the principles contained in section 4 of the policy would form the basis of a schedule. The Board approved the draft Schedule 2 to the Chapter on Academic Staff as presented.

(iii) **Finance Committee** (see minute BD/11-12/209 below)

Noting that the current schedule had proved complex and unworkable, the Board approved the revised Schedule 1 (Finance Committee) to the Chapter on Committees as presented.

The Provost and Registrar thanked Dr O'Dell and the Schedules Working Party.

The Board, noting that a number of Schedules require consideration during the Academic year 2011/2012, noted that a joint meeting of Board and Council may be necessary in order that all matters relating to the draft revised schedules can be dealt with in a timely manner.

SECTION B

BD/11-12/207 Audit Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Audit Committee from its meeting of 7 March 2012, noting in particular:

AD/11-12/64 Consideration of Draft Consolidated Financial Statements for 2009/10

The Board noted that the Audit Committee will present a report to Board at its next meeting on the forthcoming report from the C&AG on unauthorised allowances.

BD/11-12/208 Estates Committee

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The Board noted, and where a decision was required, approved proposals in the draft minutes of the Estates Committee from its meeting of 14 March 2012, noting in particular:

EC/11-12/079 Biosciences Industry Academic Collaboration Space

The Board noted that discussions are on-going with the HEA in relation to the condition to set aside space for industry academic collaboration.

BD/11-12/209 Finance Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Finance Committee from its meeting of 22 February 2012 together with the revised Schedule on the Finance Committee in the 2010 Consolidated Statutes of Trinity College Dublin and of the University of Dublin which had been approved by the Finance Committee (minute FN/11-12/61 refers).

BD/11-12/210 Human Resources Committee (see Actum CL/11-12/124 of 12 March 2012)

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Human Resources Committee from its meeting of 21 February 2012.

BD/11-12/211 Library and Information Policy Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Library and Information Policy Committee from its meeting of 12 March 2012, noting in particular:

LIPC/11-12/29 Collaborative Storage

The Board noted that the proposals for a Collaborative storage project in partnership with University College Dublin and the National Library.

BD/11-12/212 Student Services Committee

The Board noted, and where a decision was required, approved proposals in the draft minutes of the Student Services Committee from its meetings of 24 January 2012 and 2 February 2012. The Board noted the contents of a memorandum from the Chair of the Committee, dated 16 March 2012, which had been circulated, reflecting the views expressed in the Annual Reports from the Directors of Student Services and noting the impact of reducing budgets on their services.

SECTION C

BD/11-12/213 Call-over of Board Decisions

The Board noted the call-over of decisions, as circulated.

BD/11-12/214 Students' Union - Elections 2012-2013

The Board noted that the following have been elected to serve in 2012-2013:

President -	Mr R Dunne*
Welfare Officer	Ms A S Ni Chonaire*
Education Officer	Mr D Ferrick*

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Entertainments Officer Mr D Whelan
 Communications Officer Mr O Bennett

*to serve on Board for 2012-2013

BD/11-12/215 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 14 March 2012, as circulated.

BD/11-12/216 Sealings

The Board noted Sealings, as circulated (Appendix 1 to this minute).

BD/11-12/217 Prizes and Other Awards

- (i) **Visual and Performing Arts Fund**
The Board noted and approved a memorandum from the Provost, circulated, dated 24 February 2012;
- (ii) **Margaret Dornan Scholarship**
The Board noted and approved a memorandum from the Head of the School of Nursing and Midwifery;
- (iii) **Esther J Luker and Maude Cobbe Bursary**
The Board noted and approved a memorandum from the Dean of Graduate Studies, circulated, dated 16 March 2012;
- (iv) **Henry Flood Scholarship 2011-2012**
The Board noted and approved a memorandum from the Dean of Graduate Studies, circulated, dated 16 March 2012.

BD/11-12/218 Annual Reports

The Board noted and approved the following annual reports:

- (i) **Treasurer's Office (FN/11-12/46 of 14 December 2011 refers)**
https://www.tcd.ie/Treasurers_Office/docs/Annual_Report_2011.pdf;
- (ii) **Careers Advisory Service - Work of the Service 2010/11**
http://www.tcd.ie/Careers/downloads/Current_Annual_Report-Work.pdf;
- (iii) **Careers Advisory Service - First Destination Statistics, Class 2010**
http://www.tcd.ie/Careers/downloads/Current_Annual_Report-Stats.pdf;
- (iv) **Civic Engagement Officer**
<http://www.tcd.ie/Careers/downloads/CivicEngagement2010-11.pdf>;
- (v) **Sports Department**
[Sports Dept Annual Report 2010.11](#)

BD/11-12/219 Science Gallery International - Board of Directors

The Board noted a memorandum from the Director of the Science Gallery, circulated, dated 21 March 2012, and approved the following Board of Directors:

Dr C Horn *chair*
 Provost *TCD*
 Dean of Research *TCD*
 Mr F Naughton *Science Gallery Dublin*
 Dr J Climax *Science Gallery Dublin*

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Dr C Matterson *Science Gallery International*
Mr D Martin *Science Gallery International*

SECTION D

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

The following item was deferred until the next meeting due to constraints of time.

Risk - Redundancy Issues

Signed:

Date:

Appendix 1 to Minute BD/11-12/216

Sealings

30 July 2011

**Marino Institute of Education (M.I.E.)
Deed of Retirement of Trustees and Appointment of New Trustees**

The Seal of the College was put to a Deed of Retirement of Trustees and Appointment of New Trustees between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Marino Institute of Education.

19 August 2011

**Trinity College Dublin Academy of Dramatic Art
Lease of Units 33, 34 and 35, Trinity Technology and Enterprise Campus, Pearse Street, Dublin 2**

The Seal of the College was put in duplicate to a Lease between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Trinity College Dublin Academy of Dramatic Art for Units 33, 34 and 35, Trinity Technology and Enterprise Campus, Pearse Street, Dublin 2.

24 November 2011

**Institute for Information Technology and Advanced Computational Research Building (IITAC)
Unwind Transaction - Assignment and Release**

The Seal of the College was put to a Deed of Assignment and a Deed of Release for the IITAC Building between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Quintor Limited.

**Da Capo Limited
Lease of Unit 5.3, Trinity College Enterprise Centre, Pearse Street**

The Seal of the College was put in duplicate between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Da Capo Limited for Unit 5.3 of the Trinity College Enterprise Centre, Pearse Street.

19 January 2012

**Marino Institute of Education
Juergen Barkhoff (retiring Trustee) and Shane Allwright (new Trustee) and
John Burke, Michael Murray, Michael Gleeson (continuing Trustees)**

The Seal of the College was put to a Deed of Retirement of Trustees and Appointment of New Trustees between the Provost, Fellows, Foundation Scholars, and the other members of the Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Juergen Barkhoff (retiring Trustee) and Shane Allwright (new Trustee) and John Burke, Michael Murray, Michael Gleeson (continuing Trustees) of the Marino Institute of Education.

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