

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 26 June 2013

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Senior Lecturer/Dean of Undergraduate Studies (Professor P Geoghegan), Registrar (Professor S P A Allwright), Bursar (Professor G J Lacey), Professor S D C Barrett, Professor M Bourcoche, Dr O Braiden, Mr F Cowzer, Professor W J Dowling, Professor E Drew, Mr D Ferrick, Mr D Frost, Mr J Gallagher, Mr G J Garrahan, Professor H Gibbons, Professor R Gilligan, Mr M J McAndrew, Professor J F McGilp, Professor N Marples, Ms A S Ní Chonaire, Professor C O'Farrelly, Professor M Ó Siochrú.
<i>Apologies</i>	Mr R Dunne, Professor D O'Neill, Ms N Murray, Professor H J Rice.
<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-President for Global Relations. Internal Auditor (for BD/12-13/323) Ms J O'Neill, Chair of the Audit Committee (for BD/12-13/323) Mr S O'Keefe, Representative of the Auditors, KPMG (for BD/12-13/323) Ms M Mulligan, Representative of the Comptroller and Auditor General (for BD/12-13/323) Ms J Byrne, Financial Resource Manager (for BD/12-13/323) Mr P Millar, Director of Change Management (for BD/12-13/330) Dean of Students (for item BD/12-13/330) Director of Human Resources (for item BD/12-13/337) Dean of Research (for item BD/12-13/334)

SECTION A

BD/12-13/323 Declaration of Interest

There were no declarations of Interest.

BD/12-13/324 Consolidated Financial Statements y/e 30 September 2011

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

Memorandum from the Treasurer, dated 19 June 2013;

Consolidated Financial Statements for the end ending 30 September 2011 together with draft Letters of Representation to KPMG and to the Comptroller and Auditor General from the Provost and Treasurer;

Memorandum from the Chair of the Audit Committee, dated 14 June 2013.

The Treasurer advised Board that the timing of the presentation of the Consolidated Financial Statements had been delayed due to the consideration of the inclusion of the Trust Fund and Trinity Foundation accounts. The Board noted that the Consolidated Financial Statements represent the second part of the College's financial reporting requirement, the Funding Statements 2010-11 having been presented in January 2012. He advised Board that the difference in the opinions issued by the College's external Auditors and the C&AG was due to a variance in recognizing the pension asset which will meet the future College's pension liability. The Treasurer advised Board of the current repayment structure for the EIB loan which was sought to fund the building of the Trinity Biomedical Science Institute, noting that the issue was also discussed at the Finance Committee and Audit Committee. The Board noted the update and requested the Treasurer to seek further clarification from the HEA and the EIB to ensure they are satisfied with the current Board approved repayment structure.

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. She advised Board of the Audit Committee's concern regarding the College's underlying deficit noting that strategies have been put in place for income generation to address the issue and their continued concern regarding the audit qualification from the College's external Auditors. In relation to the EIB loan, she advised that although the College should use its financial resources in the most strategic manner available it may be prudent to seek clarification regarding the current repayment structure.

Mr O'Keefe, representative of KPMG, present by invitation, advised Board that there were no additional matters which he 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. Mr O'Keefe 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. The Board noted the efforts of the Treasurer to acquire the necessary documentation from the HEA to allow the College Auditors dispense with the need for a qualified opinion.

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 Universities Act, 1997 underpins the College's Model Pension Scheme and State funding of legitimate costs, including pension costs and is normal practice in non-commercial state bodies.

In the course of a discussion, the following issues were raised by Board members:

- a) the repayment structure of the EIB loan should be reviewed and the College should liaise with the EIB and HEA in that regard;

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- b) is there a plan to wind down the current tax arrangements for student residences;
- c) is there a communication strategy surrounding the inclusion of the Trust and Foundation accounts in the Consolidated Statements for 2011-12.

In response to the issues raised, the Treasurer advised Board that the risks had been discussed when the decision regarding the repayment structure had been taken by Board. He further advised Board that a number of the tax arrangements surrounding student residences had already been crystallised while others will run until their natural end. The Board noted that a communication strategy had been developed with the Communications Office and Trinity Foundation surrounding the inclusion of the Trust and Foundation accounts in the Consolidated Statements.

The Board approved the Consolidated Financial Statements for the year end 30 September 2011 and the associated letters of representation and agreed that they should be signed by the Provost and the Treasurer on its behalf. In relation to the arrangements regarding timing of the repayment of the EIB, it was agreed that the Treasurer would seek clarification with the EIB and the HEA and report to the next Board meeting.

BD/12-13/325 Minutes and Agenda

(i) **Agenda of Board business**

The Board agreed that the Provost and the Secretary would review the annual cycle of Board business with a view to re-scheduling some annual items away from the June Board meeting with a view to having an even spread of business through the year.

(ii) **Minutes of 29 May 2013**

The minutes of the meeting held on 29 May 2013 were approved subject to the following amendment:

BD/12-13/276 Quality Review (i) Library (see minute BD/12-13/248 of 1 May 2013)

The last sentence of the minute was amended to read as follows:

“In response to the issue raised regarding storage facilities for the Library, the Bursar confirmed that the matter would be considered by the Executive Officers’ Capital Sub-group once it was submitted by the Acting Librarian.”

BD/12-13/284 Student Experience Annual Report 2011-2012

The Board approved the revised minute as tabled which is contained in Appendix 1 to the minutes.

BD/12-13/294 Human Resources Committee

The disagreement of Professor Gibbons with the wording of minute BD/12-13/294 was noted and in particular his objection to the proposal that the Merit Bar be moved from point 12 down to point 11 with the subsequent loss of salary to those affected who are the lower paid academics.

(iii) **Minutes of 19 June 2013**

The minutes of the meeting held on 19 June 2013 were approved subject to the following amendment:

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BD/12-13/310 HR Strategy - 'Excelling Together'

The following point was added to the end of the third paragraph of the minute:

(m) the Board should be mindful of its philosophy towards managerialism.

BD/12-13/308 Student Life Committee

It was noted that the duplicated minute would be deleted.

BD/12-13/326 Matters Arising from the Minutes

Several matters arising from the minutes were discussed and have been recorded below, (see minutes BD/11-12/327 and 328 below).

BD/12-13/327 Ad Hoc Appeals Committee - Senior Promotions 2012: Report and Recommendations (see minute BD/12-13/275 of 29 May 2013)

In response to a query, the Vice-Provost/Chief Academic Officer advised Board that appeals process is on-going.

BD/12-13/328 Quality Review (i) Library (see minute BD/12-13/276 of 29 May 2013)

The Board noted that a recent college-wide email from the Acting Librarian regarding the Legal Deposit Review formed only part over the consultation process with the College community.

BD/12-13/329 Provost's Report to Board 2012/2013

The Vice-Provost/Chief Academic Officer, as Chair for this item, invited the Provost to make his presentation to Board.

The Provost, invited Board's attention to a memorandum, dated 18 June 2013, which had been circulated and in particular to the following items:

(i) Landscape Process

The Board noted the minutes of the meeting with the HEA as circulated in Appendix 1 to the memorandum

(ii) Heads of Bill to amend the Universities Act, 1997

The Board noted that the Heads of Bill to amend the Universities Act, 1997 remains on the Government's legislative agenda. The recently published HEA Landscape proposals also contained commitments to changes in legislation.

(iii) Public Sector Agreement

The Board noted the implications of the Haddington Road Agreement while recognising the College's need to maintain flexibility regarding contracts of indefinite duration.

(iv) Strategy and Planning

The Board noted the numerous College strategies which are on-going including the Strategic Plan 2009-2014, the Global Relations Strategy, START, eStrategy, GeneSIS, the Communication Strategy and the Innovation and Entrepreneurship Strategy.

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(v) Officers' Reports and Annual Reports

The Board noted the annual reports which had been presented to Board during the year.

(vi) Internal Affairs

The Provost advised Board of the progress which had been achieved in relation to the Code of Governance, the Student Experience, Undergraduate Admissions, Quality Reviews, Scholarship, the Statutes, the Response from Executive Officers to the Audit Committee Report and Distance & Online Education.

The Provost advised Board that many challenges had been dealt with during the academic year in terms of sectoral, governance and finance issues. In response to a query, the Provost advised Board that it was timely that the HEA review the activities of the UCD/TCD Innovation Alliance as the governance model may be used to inform the cluster governance under the Landscape Process. The Provost further advised Board that while the UCD/TCD Innovation Alliance had contributed to the creation of some jobs further statistics would be required before a final figure could be reached. The Board noted that the proposal that the College join with UCD, Marino Institute of Education (MIE) and the National College of Art and Design (NCAD) to form a centre for teaching education would operate as a dispersed institute. The Board also noted that the College's need to maintain flexibility in relation to those employees who hold contracts of indefinite duration was in no way a reflection of the value the College places on those employees and their contribution to the College. The Board noted the memorandum from the Provost as presented including a summary of the work undertaken during the year and noting that he will present a workplan for the coming academic year to Board in September 2013.

BD/12-13/330 START Update

The Bursar invited Board's attention to a memorandum dated 19 June 2013, which had been circulated and the START Programme Risk Register, which had been tabled dated 25 June 2013. He advised Board that the Division designs had been reviewed by the START Governance Board on 14 June 2013 and that he was now asking Board to consider and approve the proposals. The Board noted that the objective of the proposals is to position the College as a University of global consequence, and in the context of external pressures reconfigure the Administrative structures of the College to allow the College to deliver more for less. The Board further noted that the proposals are intended to clearly define roles and processes, while ensuring that staff are given career development opportunities as outlined in the HR Strategy.

The Bursar advised Board that the implementation risks of the project are generally at a medium-low level and that, following the Townhall meetings which were held in March 2013, workshops were held with managers and senior members of teams to discuss the proposals with a view to beginning implementation on 1st October 2013 in line with the new academic/financial year and the go-live date of the Financial Information System. The Board noted the costs of phase 1 and the related benefits which will be the responsibility of the Chief Operating Officer to deliver. The Board also noted further detailed design work has yet to be undertaken in relation to senior management positions.

Mr Millar, Director of Change Management, present by invitation, advised Board that the process for organizational redesign included 27 recommendations, 11 projects and

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5 workstreams, noting that the Provost's workstream will implement elements which are not included in the other workstreams. Mr Millar advised Board of the process in selecting the design of each division and why he believed they were the best options for the College.

The Dean of Students, present by invitation, advised Board that initially three models for the newly proposed Support Services section had been under consideration by herself and the Heads of Student Services in their detailed discussions with Mr Millar. These included a model where the Support Services be managed by a Director, as is presented to Board; a model whereby the services would be managed on a rotating basis by a Head of one of the Student Services; and a model where they would be managed by the Dean of Students, who would have an oversight role and appropriate support, in keeping with other heads of division, from the Treasurer's Office and Human Resources. The Board noted that following initial consideration of these models the Heads of Student Services had found the third option to be the most cost effective and had subsequently spent some time working with Mr Millar developing an implementation plan on how this model would work. The Dean of Students had also consulted informally with the Students' Unions who were therefore also aware that this was the model that was being developed. Noting that the option of employing a new Director of Support Services had now been presented to Board, the Dean of Students advised Board of the extra cost, extra level of administration and lack of direct access to decision making bodies that this option will present. The Board queried whether this new post will be funded by requiring students to make a financial contribution to College Services which are at present free.

The Dean of Students withdrew from the meeting

In the course of the discussion the following issues were raised by Board members:

- (i) the proposed appointment of a Director of Support Services is a contradiction to the objective of START to deliver more for less;
- (ii) advice from the Heads of Student Services who have extensive experience in the areas should be taken on board;
- (iii) the name should remain Student Services rather than Support Services;
- (iv) the Students' Union should have been asked to participate formally in the consultation process;
- (v) the 6 month consultation process with the Heads of Student Services seems to have been disregarded;
- (vi) the benefits proposed are positive if they can be delivered within current resources;
- (vii) the Board requires clarity in relation to when the proposed savings will be delivered and the level of investment required to achieve them;
- (viii) if a Director of Support Services is appointed they too will require support from the Treasurer's office and Human Resources;
- (ix) the Board needs to be clear where the Dean of Students would sit in the proposed model;
- (x) the Dean of Students should have tabled a paper to Board to ensure clarity in what she is proposing;
- (xi) the trade union organisations should be consulted in relation to the wider START project;
- (xii) the Board needs to be convinced why a decision in relation to the Support Services is required today;

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- (xiii) there needs to be wider consultation with the College Community so they can understand what progress has been made and why certain decisions have been taken;
- (xiv) the Students' Union and Graduate Students' Union support the proposals from the Dean of Students;
- (xv) in future the START proposals should include Annual Officers in the structure.

The Provost advised Board that as the services are available to both staff and students the name should reflect this and perhaps an alternative name of Staff and Student Support Services should be considered. The Bursar advised Board that the consultative process was intended to assess how the top-level management could re-organise itself in a more effective manner and that there are no proposed changes to individual Student Service areas. The Board noted that it had been proposed that all Student Support areas report directly to the Vice-Provost/Chief Academic Officer which was viewed as unworkable. The Board also noted that the proposal from the Dean of Students was not cost neutral as it would require support from the Treasurer's Office and Human Resources. The Bursar advised Board that the consultation was intended to gather inputs from each area and that it is impossible to deliver a proposal that meets the views of all areas. He further advised that the required investment for phase 1 is €1.8 million which will deliver annual savings of €900k in the first year which will accumulate from implementation stage and will be reported quarterly to Board. The Board noted that the proposed appointments relating to phase 1 are outside of core funding and will be added back into the core head count only when the identified savings have been made. The Bursar further advised that at present as Student Services are free to students they are oversubscribed by some students to the detriment of others and that a small nominal charge could prevent this. The Treasurer invited Board's attention to the cost benefits of the proposals noting the two financial scenarios as presented. The Board noted that if the approval of the proposal was deferred it would cause a delay in implementation.

The Board agreed that the proposals in relation to Support Services require further consideration in relation to reporting structures and how the proposals will be linked to the role of the Dean of Students. The Board approved all other proposals as presented, noting that all future documentation should demonstrate where Annual Officers operate within the structure.

The Board noted the dissent of Professor Gibbons.

BD/12-13/331 eStrategy Update - June 2013

The Chief Operating Officer invited Board's attention to a memorandum, dated 18 June 2013, which had been circulated. Noting that each project has a Project Board/Steering Committee and Project Sponsor in place she provided the Board with an update under the following headings:

1. Financial Information Systems

The Board noted it is intended that FIS will go live on 1st October 2013 and that work is progressing to integrate FIS with GeneSIS (SITS) and the Human Resources (Core) systems. The FIS project is responsible for this activity.

2. Enterprise Architecture

The Board noted that this project has been rescheduled due to the need to

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prioritise GeneSIS and further development of the Human Resources project.

3. Human Resources

The Board noted that further development of the project is being undertaken.

In response to a query, the Provost advised Board that the Chair of the FIS Project Board will report to Board in September 2013. The Chief Operating Officer advised Board that the College had engaged external quality assurance services for FIS and GeneSIS and that quality assurance for Human Resources were being undertaken internally. The Board noted that Internal Audit have also reviewed FIS.

The Board noted the memorandum from the Chief Operating Officer as presented.

BD/12-13/332 GeneSIS Project - Update

The Treasurer invited Board's attention to a memorandum, dated 19 June 2013, which had been circulated. He advised Board that the revised project plan had been considered by Executive Officers on 21 May 2013 and by Finance Committee on 22 May 2013. He further advised Board of the related costs of delivering G1 and G2, noting that these costs had been assessed externally by Ernst & Young on behalf of the College. The Board noted the recommended cap on the budget, the related support costs and the need to deliver future savings by further examining the existing and future resource profile. The Board further noted that the project will now be managed by the new Project Governance Board and that a new Sponsor (who was unavoidably absent and sent apologies) has previously been advised to Board. Mr Miles, Ernst & Young Director, present by invitation, invited Board's attention to the three financial scenarios as set out in the report, noting the risks and that there is a reduction in the scope of the project given the cap on the budget.

In the course of a discussion, the following issues were raised by Board members:

- (i) the Board should be clear on what percentage of the original objectives of the project will be delivered under G1;
- (ii) the College should carefully examine the Service Provider's delivery against contractual obligations;
- (iii) there should be an independent monitor of the project, with the appropriate skill set, to report directly to Board to avoid conflicts of interest arising for the Chair of the Project Board;
- (iv) the on-going costs of the project should be made clear.

In response to the issues raised, Mr Miles advised the Board that he was confident that 70% of the original objectives of the project could be delivered within a spending cap of €12m under G1, noting that these represent the core deliverables of the project and that G2 will deliver the strategic benefits and value added elements of the project. The Treasurer advised Board that the Service Provider had mainly delivered their contractual obligations and that the difficulties in the project had arisen in the implementation stage. The Treasurer advised that resources and on-going costs of the project will be re-examined to ensure the Project Sponsor is aware of all issues going forward. Mr Miles left the meeting.

The Treasurer advised Board that having considered the Board request to engage an independent monitor for the project he proposed that this role could be fulfilled by

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the independent review services currently being provided by Ernst & Young, the new external Chair of the Project Governance Board and regular reports to Board from the Chair.

The Board approved the memorandum from the Treasurer as presented and agreed that the Treasurer should bring forward nominations for the appointment of an independent monitor for the project who would report directly to the Board.

The Provost thanked the Treasurer for his work to date on the GeneSIS project.

BD/12-13/333 Planning Group Report No. 9

The Vice-Provost/Chief Academic Officer invited Board's attention to a memorandum dated 19 July 2013, which had been circulated under the following headings:

(i) Finances

The Vice-Provost/Chief Academic Officer advised Board of the updated financial position for 2012/2013, noting that the estimated deficit will be slightly less than had been previously projected. The Board noted that there was a small variance on student numbers and that the proportion of fee income is growing. The Treasurer invited Board's attention to the financial projections for 2013-2018 as presented in Appendix 1, noting that these projections are based on a set of assumptions. He advised Board that from an analysis of the projections it is clear that the College requires further income to meet its expenditure. The Board noted that a conservative view has been taken of the potential revenue streams from the Global relations Strategy, Commercialisation and Online Education as at the moment they are in the early stages of implementation. The Treasurer proposed that Planning Group consider further the set of assumptions on which the projections are based in order to validate them, noting that the Treasurer's Office are currently examining fee income on this basis.

The Vice-Provost/Chief Academic Officer advised Board that the Annual Budgetary Cycle for 2013-2015 had been carried out with a view to achieving a balanced budget in accordance with the decision of Board. The Board noted that the forecasted income is based on the projections provided by the Schools. The Vice-Provost/Chief Academic Officer advised Board of how the allocations were made pro-rata in the Faculties and Chief Operating Officer's areas.

The Board noted the risks of implementing a balanced budget as have been highlighted by Schools and noted that the Faculty Deans have advised that for the most part these risks could be addressed by drawing on the unspent balances for 2013-2014. The Board further noted that the proposal to achieve a balanced budget for 2014/15 will raise serious difficulties for Schools unless further income streams to Schools could be identified. The Vice-Provost/Chief Academic Officer advised Board that a small amount of work had been undertaken in relation to KPIs noting that further work was needed.

(ii) Implementation of Income Generation Strategies

The Board noted that fortnightly reports on the Global Relations Strategy have been presented to Planning Group throughout the year, noting the numbers of

undergraduates, visiting post-graduate teaching and post-graduate research students and the projections for the next academic year. While PGT and visiting student numbers are exceeding targets, the UG and PGR numbers are likely to be below targets. The Vice-Provost/Chief Academic Officer advised Board that the philanthropy projections are on target, noting that the commercialisation strategy and research diversification strategy are still in the early stages of implementation.

(iii) Cost Management

The Board noted that proposals will be presented once a review of fee levels has been undertaken and that other areas outside of the faculty and admin areas will also be examined such as the Post-Graduate Awards and scholarships.

(iv) Strategic Funding Allocations

The Board noted that the strategic fund allocation process has been completed and that allocations have been made to research institutes and the Science Gallery.

(v) HR

The Vice-Provost/Chief Academic Officer advised Board that the College is required to make a further reduction in the headcount of 43.2 by December of this year. The Board noted that a number of proposals are being considered however it is not proposed to place a freeze on recruitment. The Board noted the critical nature of this issue and the need to address it in the coming months.

In the course of a discussion, the following issues were raised by Board members:

- (a) Planning Group should consider reducing the number of Post-Graduate Awards rather than the level of the award;
- (b) Schools are being asked to deliver more programmes with less resources;
- (c) the development of KPIs and workload models should be a priority;
- (d) the proposals for the Long Room Hub should facilitate further collaboration with College projects;
- (e) efforts should be made to address the situation in the library where the resourcing budget has been frozen for 2013-2014, they are not in a position to purchase books which in turn affects the ability of Academics to deliver high quality teaching for the coming year;
- (f) Planning Group should include a proposal for half-time working arrangements to address the headcount issue;
- (g) the reputation of the College could be affected by reducing the Post-Graduate Awards as at present the College is the least generous University in this regard;

In response to the issues raised the Vice-Provost/Chief Academic Officer advised Board that Planning Group were attempting to deliver a balanced budget as directed by Board noting the reduction in resources and that difficult decisions were necessary to achieve this. The Board noted that a number of proposals were considered in relation to the Post-Graduate Awards involving consultation with the Dean of Graduate Studies and the Faculties. The Board further noted that there had been opposition to reducing the number of awards and that the consensus was to reduce the level of the award. The Vice-Provost/Chief Academic Officer advised that all Schools will be expected to implement a workload model and that she is working with those Schools who have not

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yet introduced one. She further advised that the proposals for the Long Room Hub are intended to ensure its sustainability and that she will discuss the matter further with the Director of the Long Room Hub. In relation to addressing the required reduction in the headcount, the Board noted that all options will be considered. The Chief Operating Officer advised Board that the budget for Administrative areas had been greatly reduced and that the library had overspent on its allocation which required their budget to be frozen in order to address the situation.

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer as presented.

BD/12-13/334 Innovation and Entrepreneurship Strategy

The Dean of Research, present by invitation, invited Board's attention to a memorandum and report, dated 18 June 2013, which had been circulated. He advised Board that the strategy is a framework for a collection of activities that he hopes College will deliver over the next number of years and which is intended to enhance the capacity and ability of graduates and the College to deliver increased societal impact.

In the course of a discussion, the following issues were raised by Board members:

- (i) if it is proposed that the additional staff for the School of Business will be funded through philanthropic means, then a full economic costing exercise should be undertaken to ensure there is no net cost to the College;
- (ii) the College's contribution to the creation of employment should be outlined in the document;
- (iii) whether it is intended that Principal Investigators will move to the Innovation & Entrepreneurship Hub;
- (iv) the College should use this document as an opportunity to demonstrate its engagement with industry;
- (v) there should be a focus on knowledge as well as technology.
- (vi) there is a need to take account of other strategies which may be relying on the same funding streams.

In response to the issues raised, the Dean of Research advised Board that the School of Business intend to fund the additional staff by expanding student numbers particularly in relation to Executive Education, post-graduate and international students. It is intended that the proposals will produce a generation of graduates with deep disciplinary expertise who will contribute to the creation of employment in the future. It is intended that the Innovation & Entrepreneurship Hub will provide facilities for Principal Investigators but that they will not necessarily be permanently housed there.

The Board noted the memorandum as presented by the Dean of Research noting that a public version of the strategy will be produced and will clarify the College's link to innovation in the city and with industry as well as its contribution to the creation of employment.

BD/12-13/335 Cluster Governance Principles

The Secretary invited Board's attention to a memorandum, dated 18 June 2013, which had been circulated, outlining the governance principles which are proposed for the

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Dublin/Leinster Pillar 1 Cluster (consisting of Trinity, UCD, MIE, NCAD and Dún Laoghaire Institute of Art, Design and Technology) in order to guide any discussions on the formation of the cluster. The Board approved the memorandum as presented by the Secretary subject to an amendment that costs would not be incurred and that the autonomy of the university be protected. The Board also agreed to consider whether student representation on the cluster governance Board could be facilitated.

BD/12-13/336 Risk Register

The Chief Operating Officer invited Board's attention to a memorandum, dated 17 June 2012, which had been circulated. She advised Board that the document had been considered by Executive Officers on 11 June 2013 and by the Audit Committee on 13 June 2013. The Board noted those risks which had now been resolved including the space issue in Biosciences and the Disaster Recovery plan for IT. The Board also noted that the issue of the College's headcount and restrictions imposed by the Employment Control Framework were still on-going.

In the course of a discussion, the following issues were raised by Board members:

- (i) the risks posed by eStrategy and START should be assessed cumulatively;
- (ii) the effect of the Haddington Road Agreement should be included in the register;
- (iii) the Students' Union and the Graduate Students' Union are willing to work in partnership with the College in relation to risks 6.1-6.3;
- (iv) the risk of failing to adequately engage with industry should be included in the register.

Noting the issues raised by Board members, the Board approved the memorandum as presented.

BD/12-13/337 HR Strategy

The Director of Human Resources, present by invitation, invited Board's attention to a memorandum, dated 26 June 2013, which had been circulated, noting the amendments taking account of the issues raised by Board members at the previous meeting.

In the course of a discussion, the following issues were raised by Board members:

- (a) as the document proposes reviewing the appointment of Heads of Schools, the issue of mandatory training for Heads of School should also be reviewed in this context;
- (b) there is a danger that Heads of Schools will become professional managers and not return to academia;
- (c) the Board should be clear on the cost of the proposals;
- (d) Heads of Discipline should also be included in the review process.

The Director of Human Resources advised Board that Heads of School are appointed for a finite term of office and therefore there is no risk that they will not return to academia. He further advised that the proposals are part of the START process and are subject to the availability of resources noting that some costs will be non-pay costs. The Board noted that Heads of Discipline will not form part of this review process but the issue of training and development support for a broader group of Heads/Managers will be considered as a later phase.

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The Board approved the HR Strategy and agreed that the issue of whether training should be mandatory for Heads of Schools should form part of the review of appointment and term of Heads of School.

The Board noted the dissent of Professor Gibbons.

BD/12-13/338 Trinity Capital Projects Governance and Process (see BD/12-13/281 OF 29 May 2013)

The Bursar invited Board's attention to a memorandum, dated 26 June 2013, which had been circulated, noting in particular the updates since the 29 May 2013 Board meeting. Substantive changes had been made to the governance paper based on Board suggestions, including:

- a) an independent monitor appointed for all projects with budgets over €3M;
- b) the governance and oversight role of the both Estates and Library and Information Policy principal committees is defined;
- c) the sponsor of the project need not be a member of Executive Officers Group but a member of Executive Officers Group is nominated as an escalation path for reports and issues;
- d) analysis of the contingency as part of the business case analysis at each stage gate.

The Board approved the report from the Bursar as circulated.

BD/12-13/339 University Council

The Board confirmed the Acta of the University Council from its meetings held on:

- (i) 12 June 2013;
- (ii) 18 June 2013;
- (iii) 25 June 2013.

BD/12-13/340 Election of Head of Discipline of French

Under Any Other Urgent Business, the Vice-Provost/Chief Academic Officer invited Board's attention to a memorandum, dated 26 June 2013, which had been tabled. She advised Board of the sequence of events leading to the appointment of Professor Rachel Hoare as Head of Discipline. The College Solicitor advised Board of the statutory process for the election of Heads of Discipline. The Board, noting Professor Alyn-Stacey's dissatisfaction with the procedures followed, acknowledged that an appeal to the Visitor was the appropriate appeal mechanism for Professor Alyn-Stacey to pursue should she wish to do so.

In accordance with Section 9(2) of the Chapter of the 2010 Statutes relating to Council, the Board confirmed the appointment of Professor Hoare as the Head of Discipline of French and dispensed with the need to inform Council prior to the appointment. The Board noted that Council will be informed of the appointment at its next meeting.

BD/12-13/341 Head of School of Psychology

Under Any Other Urgent Business, the Provost advised Board that at present no eligible candidate has put themselves forward for election for the Head of School of Psychology. The Board agreed that the Provost should appoint an Acting Head of School of Psychology in the absence of any candidates coming forward for election. The Board noted that this is an interim measure until the situation is resolved.

BD/12-13/342 Assistant Secretary

Under Any Other Urgent Business, the Secretary advised Board that it is hoped that the role of Assistant Secretary will be filled shortly and that the candidate will be in a position to attend the first Board meeting of the academic year together with the outgoing Minute Secretary, Ms Mac Bride.

BD/12-13/343 Science Gallery International

Under Any Other Urgent Business, the Provost invited Board's attention to a memorandum from the CEO of Science Gallery International, dated 25 June 2013, which had been tabled. The Board approved the appointment of Ms Deborah Bull, Director of Cultural Partnerships at King's College London, as a member of Science Gallery International. The Board also noted the appointment of Ms Bull as a Director of Science Gallery International.

SECTION B**BD/12-13/344 Audit Committee**

The Board noted and where a decision was required approved proposals in the minutes of the Audit Committee meeting of 13 June 2013, noting in particular:

AD/12-13/81 Liaison with the Comptroller and Auditor General

The Board noted the proposals to review the efficiencies of the College appointed auditors and the C&AG particularly in light of the College's reporting timescale and the inclusion of the GAAP accounts.

AD/12-13/82 Committee Effectiveness - Academic Risks and other Considerations

The Board noted the need to find a suitable model for managing academic risk at School level.

BD/12-13/345 Equality Committee

The Board noted and where a decision was required approved proposals in the minutes of the Equality Committee meeting of 28 May 2013, noting in particular:

Equal/12-13/31 Accessible Information Implementation Report

The Board endorsed the need for a renewed effort for implementation of the Accessible Information Policy at all levels in College.

BD/12-13/346 Estates Committee

The Board noted and where a decision was required approved proposals in the minutes of the Estates Committee meeting of 13 May 2013, noting in particular:

EC/12-13/37 National Energy Efficiency Action Plan (NEEAP)

The Board noted that work is progressing in order to ensure that the College is compliant with the NEEAP to reduce energy consumption by 33% by 2020.

BD/12-13/347 Finance Committee

The Board noted and where a decision was required approved proposals in the minutes of the Finance Committee meeting of 12 June 2013.

BD/12-13/348 Human Resources Committee (see Actum CL/12-13/209 of 12 June 2013)

The Board noted and where a decision was required approved proposals in the minutes of the Human Resources Committee meeting of 13 May 2013.

BD/12-13/349 Library and Information Policy Committee

The Board noted and where a decision was required approved proposals in the minutes of the Library and Information Policy Committee meeting of 20 May 2013, noting in particular:

LIPC/12-13/38 Cloud Computing & Personal Data

The Board noted and approved the Cookies Policy, noting that a notice will now appear on the College website informing users of the policy.

BD/12-13/350 Student Services Committee

The Board noted and where a decision was required approved proposals in the minutes of the Student Services Committee meeting of 8 May 2013, noting in particular:

SS/12-13/54 Annual Reports

The Board noted the annual reports from Heads of Areas had been presented and the continued challenges being faced as a result of reduced resources.

SS/12-13/55 The Future of the Unilink Service

In response to a query, the Chair of Student Services Committee advised Board that it is hoped that a resolution to the current issues in relation to Unilink can be reached to ensure its survival in College.

SECTION C**BD/12-13/351 Administrative Arrangements in the Summer Session**

The Board noted that items of routine College business relating to Board will be dealt with by the Provost or Vice-Provost/Chief Academic Officer during the Summer Session, 1 July 2013 to 23 August 2013 and a report will be made to Board at its first meeting on 11 September 2013.

BD/12-13/352 Board Business

- (i) **Callover**
for noting;
- (ii) **Outcomes - Meeting of 29 May 2013.**
•circulated for members only.

BD/12-13/353 Pro-Chancellorship

The Board noted that on the retirement of Dr Patrick J Molloy at the end of the academic year a vacancy in the number of Pro-Chancellors will occur and to direct the Registrar to begin the process of filling the vacancy.

BD/12-13/354 Chaplains

The Board noted that the Methodist Conference 2013 had nominated the Revd. Mr Julian Hamilton as Methodist Chaplain to Trinity College until further notice.

BD/12-13/355 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 12 and 18 June 2013, as circulated.

BD/12-13/356 Proctors' Lists for Summer Commencements

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 18 June 2013.

BD/12-13/357 Tutorship

The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 18 June 2013.

BD/12-13/358 Disciplinary Panel - Academic Staff - Standing List

The Board noted and approved a memorandum from the Registrar dated 25 June 2013, as tabled.

BD/12-13/359 Jointly Owned Companies

The Board noted a memorandum from the Treasurer/Chief Financial Officer, circulated, dated 19 June 2013.

BD/12-13/360 Prizes and Other Awards

- (i) **A J Leventhal Scholarship**
The Board noted and approved a memorandum from the Dean of Arts, Humanities and Social Sciences, circulated, dated 18 June 2013;
- (ii) **Establishment of the Pauline McGinley Prize**
The Board noted and approved a memorandum from the Head of the School of Social Work and Social Policy, circulated, dated 18 June 2013.

SECTION D

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

Signed:

Date:

BD/12-13/284 Student Experience Annual Report 2011-2012

The Dean of Students, present by invitation, invited Board's attention to a memorandum, dated 27 April 2013, which had been circulated. Noting the advocacy and support functions which contribute to the student experience, she advised Board of the following items from the report:

- (i) the publication of the Trinity Society yearbook 2011-2012;
- (ii) the development of the post-graduate advisory service which since its establishment has seen an increase of 124% in use of the service and now has nine advisors;
- (iii) the Unilink service has had 318 contacts during the period;
- (iv) the Civic Engagement Officer has passed the administration of the Roll of Honour to the Dean of Students' office; this year nearly 700 students applied for inclusion, and more than 600 were successful
- (v) the Health Centre is managing twice the footfall that it was designed for when it was built ;
- (vi) the student-to-student peer mentoring programme was rolled out further to include two new Schools ;
- (vii) a full programme of postgraduate orientation was introduced and implemented by the Graduate Students' Union;
- (viii) the Accommodation Advisory Service has continued to operate successfully.
- (ix) the Tutorial Service continues to operate and to recruit despite the difficulties around remuneration.

The Board noted that a number of collaborative initiatives have also been implemented including a website for the Five-a-Day Mental Health programme and the establishment of the Fitness to Study Group to assist students whose ill health interrupts their studies. The Dean of Students advised Board that in 2013 Student Services are due to move into the Academic Services Division and that it is important to ensure that student services continue to be of the highest standard despite the College-wide pressure on resources.

The Dean of Students thanked the Vice-Provost/Chief Academic Officer, the Treasurer, the Chief Operating Officer, the Faculty Deans, the Senior Lecturer, the Dean of Graduate Studies and the Director of Internationalisation for their support during the year. In response to a query, the Dean of Students advised Board that a reduction in staff numbers presents difficulties for every area of College and that student services are trying to address the issue via various creative mechanisms. The Board also noted other areas in College which contributed to the student experience such as the Library, Accommodation, Catering, the Chaplaincy service, IS Services and the important role they play in the day to day lives of students.

The Board noted and approved the report as presented. The Board also noted that the Vice-Provost/Chief Academic Officer will present information to the Board meeting in September 2013 on the numbers applying for and appointed as tutors.