

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 26 February 2014

<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), Vice-President for Global Relations (Professor J H Ohlmeyer), Professor S D C Barrett, Mr F Cowzer, Professor W J Dowling, Professor E Drew, Ms S Dunphy, Mr D Frost, Mr J Gallagher, Professor H Gibbons, Professor R Gilligan, Mr R Kenny, Mr J Leahy, Mr T Lenihan, Professor J F McGilp, Professor N Marples, Professor C O'Farrelly, Professor D O'Neill, Professor M Ó Siochrú.
<i>Apologies</i>	Professor M Bouroche, Mr G J Garrahan, Mr S Garry, Professor H J Rice.
<i>In attendance</i>	Assistant Secretary to the College (Ms V Butler).
<i>(ex officio)</i>	Secretary to the College (Mr J Coman), Treasurer/Chief Financial Officer (Mr I Mathews).
<i>(by invitation)</i>	Interim Chief Operating Officer (Ms G Ruane).
	Mr J Healy, Chair and Mr N Sparrow, Director, Trinity Foundation (for BD/13-14/174)
	Mr P McDonnell, Deputy Director of Buildings and Mr B Keogh, Partner, KMCS Ltd and external consultant to College (for BD/13-14/175)

SECTION A

**BD/13-14/169 Statement of Interest**

The Provost requested Board members to declare any potential conflict of interest they may have in relation to any issues on the Board agenda. The Treasurer/Chief Financial Officer declared a statement of interest in relation to item A8 (ii) Progress Report for the Financial Services Division.

Mr D Frost and Ms S Dunphy declared a statement of interest in relation to item A.8 (iii) IS Services Progress Report.

**BD/13-14/170 Minutes****(i) Meeting of 29 January 2014**

The minutes of 29 January 2014 were approved and signed subject to the following amendments:

BD/13-14/140 in the sixth paragraph amend 'crest' to read 'arms' and in the seventh paragraph amend 'qualitative' to read 'quantitative'.

BD/13-14/143 amend 3.V to read: 'shall be a student'.

BD/13-14/144 include the sentence 'The Board requested that all documents coming forward for discussion at Board be accurate and complete so as to inform decision making'.

**BD/13-14/171 Matters Arising from the Minutes**

The following Matters Arising were discussed and are recorded below. (See minutes of the meeting of 29 January 2014.)

**BD/13-14/141 Strategic Plan 2014-2019: The Trinity Education**

In response to a comment from a Board member, it was noted that consistency and quality assurance should be integral to the Trinity Education document.

**BD/13-14/144 Promotions**

The Secretary referred to correspondence from the Director of Human Resources highlighting some amendments to the data as previously supplied for the meeting of 29 January 2014. The Board noted that the previously agreed decisions of the Board were not affected and would remain unchanged and that the full details of the amendments would be included in the minutes of the Human Resources Committee which will come to Board in due course.

A query was raised whether the current review of School Administrator posts could delay the forthcoming round of Administrative and Support Staff promotions. It was noted that a report on that issue will be completed in April 2014.

**BD/13-14/138 Seanad Éireann**

The Secretary provided an update for Board in relation to recent developments on this item which included the publication of the General Scheme of the Seanad Electoral (University Members) (Amendment) Bill 2014, which proposed to extend voting rights to graduates of all higher education institutions and to create a single six-seat graduate constituency. It was noted that submissions had been invited on the general scheme of the draft Bill.

The Board agreed that the Secretary to the College should represent the College on the Technical Working Group being established by the Department of the Environment, Community and Local Government to review the proposed amendments to the University Constituencies for Seanad Éireann elections.

**BD/13-14/139 (i) Technological Universities Bill**

The Provost informed Board that he and the Secretary to the College had met with the Secretary General of the Department of Education and Skills and received some assurances that should the combined Institutes of Technology be awarded university status, there would not be an infringement on the University of Dublin trademark.

The Registrar informed Board that she had raised this issue with the President of the Dublin Institute of Technology who confirmed that he had received a letter from the College and had noted the College's concerns.

**BD/13-14/139 (ii) and (iii) Strategic dialogue meeting with the HEA and HEA Regional Cluster meeting.**

The Provost agreed to circulate the minutes from both meetings accompanied by a copy of the Trinity Compact to Board members.

**BD/13-14/143 Estates Policy Committee**

In response to a query the Provost confirmed that the nominations for the external members of the Estates Policy Committee are to come to the next meeting of the Board and the Chair of the committee confirmed that it is envisaged that the committee will meet in the next 4 to 6 weeks.

It was also noted that the Terms of Reference for the Estates Policy Committee is to be included in Section C for the next meeting.

**BD/13-14/172 Provost's Report**

The Provost provided an update to Board on the Trinity Visitor Experience and it was noted that a full document on this item will be brought to the next meeting of Board. In response to a query, the Bursar/Director of Strategic Innovation agreed to attend a future meeting of the Library and Information Policy Committee to discuss this initiative in further detail.

**BD/13-14/173 Planning Group Report # 10**

The Vice-Provost/Chief Academic Officer invited Board's attention to a memorandum, dated 18 February 2014, which had been circulated, under the following headings:

- (i) Strategic Plan 2014-2019
- (ii) Finance
- (iii) Implementation of Income Generation Strategies
- (iv) Strategic Staffing
- (v) Recommendations

It was noted that Item 6 in the table of contents should read "Recommendations to Board."

The Vice-Provost/Chief Academic Officer commented on the report and welcomed feedback from Board members in relation to suggestions for amendments to the future format of such reports.

Speaking to the section on finance in the report, the Treasurer/Chief Financial Officer informed Board that in the future all financial projections and budgetary allocations will be done on a consolidated basis, with regard to all active income generating strategies in the College and taking account of depreciation.

The Provost thanked the Vice-Provost/Chief Academic Officer and the Treasurer/Chief Financial Officer for a comprehensive report and the recommendations contained within and opened the item for discussion.

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In response to a comment regarding the level of incentives for Schools to maintain high levels of activity and to develop new courses, particularly postgraduate taught courses, the Treasurer/Chief Financial Officer emphasised the need to avoid a disconnect between local decisions and the overall College activity and noted the important role of the Faculty Deans in ensuring that Schools can operate as effectively as possible given constrained resources.

The Board noted concerns regarding the discrepancy between the actual numbers of students as compared with the student number projections made by Schools for the 2013/14 student intake. The Vice-Provost/Chief Academic Officer emphasised the importance of Schools and Faculties ensuring that accurate student number projections are made.

The Vice-Provost/Chief Academic Officer also informed Board that the Planning Group had reviewed the Global Relations Strategy targets and that the Vice-President for Global Relations had met with each Head of School to revise the relevant targets for each school.

The Vice-Provost/Chief Academic Officer clarified that all unspent balances are currently being reviewed to determine the level of funds which are committed and uncommitted.

In response to a query in relation to the Flexible Organisation Policy (Section 5(V) of the Report), the Vice Provost/Chief Academic Officer confirmed that the policy was at a high level, draft policy stage and that meaningful discussions would be arranged with staff and their representative organisations in relation to it.

In response to a query from a Board member, the Vice-Provost/Chief Academic Officer informed Board that while other Irish universities have seen a decrease in postgraduate taught numbers, College, in particular, had also seen a decrease in postgraduate research numbers. Referring to the recent increase in postgraduate taught fee levels, it was noted that future increases in fees and the corresponding potential impact on student enrolments would need careful consideration.

It was noted that the Treasurer/Chief Financial Officer is to provide to a future meeting of Board updated figures regarding the most likely 2013/14 financial scenario as outlined in Table 4.

It was agreed that the Executive Officer Group would consider whether College has sufficiently robust line-management structures in Faculties and Schools to deliver on the revenue associated with Board-approved investments.

It was agreed that a working group would be established to compile a full new business case for Phase 2 of the Global Relations Strategy chaired by the Provost, comprising of the Vice-President for Global Relations, Associate Vice-President for Global Relations (Secretary), Director of Internationalisation, Associate Dean of Online Education, Director of Commercialisation, Financial Services Division representative and Manager of the Academic Services Division to develop a new business case to be presented to Board in May 2014 for immediate implementation.

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It was also agreed that the Executive Officer Group would consider the issue of how appropriate structures and processes can be put in place to ensure that philanthropic funding is maximized and donors pledge expectations are fulfilled.

The Board welcomed the establishment of the Maternity Fund and the Vice-Provost/Chief Academic Officer agreed to ask the Human Resources Committee to review the current Maternity Leave Policy.

The Board welcomed the report and approved the recommendations contained in the report.

**BD/13-14/174 Trinity Foundation - Year End Results: 1 October 2012- 30 September 2013**

Mr J Healy, Chair of Trinity Foundation, present by invitation, invited Board's attention to a memorandum, dated 18 February 2014, which had been circulated.

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

- (i) It would be useful to benchmark the Foundation's activities against those in other Irish institutions;
- (ii) The significant potential within College to increase its success in philanthropic activities and to show leadership in this area.

The Director of the Foundation, Mr N Sparrow, present by invitation, advised Board that the Foundation was well placed to assist College to deliver on the new Strategic Plan and noted that the Foundation was on track to meet its annual target.

In response to a query, the Director of the Foundation noted the need for a clear philanthropic strategy and a defined set of priorities regarding the level of philanthropic activity.

The Board welcomed the update on the progress in delivering the development and alumni relations strategy and noted the new giving circles which were launched in 2013.

The Provost thanked Mr Healy and Mr Sparrow who then left the meeting.

**BD/13-14/175 Trinity Business and Innovation Hub**

*Mr P Mc Donnell, Deputy Director of Buildings and Mr B Keogh, Partner, KMCS Ltd and external consultant to College joined the meeting.*

The Board noted the presentation as given by the Bursar/Director of Strategic Innovation, which provided an update on the planning process for this project to date.

Mr B Keogh drew Board's attention to the financial modelling and cost/benefit analysis that had been conducted in relation to this project to date.

The Bursar/Director of Strategic Innovation advised Board that a review of the impact of this project on the electricity supply to College would need to be conducted and advised Board that further details on the next stage of the project, including the membership of the steering committee, would be presented to a future Board

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meeting, before the end of the academic year, should approval be granted to proceed.

In response to a query, Mr B Keogh advised Board that a sensitivity analysis had been conducted for the business case with a focus on inflation and student number projections.

Following discussion, the Board approved the following:

- (i) The overall concept.
- (ii) The proposed project governance.
- (iii) A spend of €2.8m (corrected from €1.8m as stated on the covering sheet and on page 31 of the presentation) to get to stage gate 4 (20 June 2014).
- (iv) To remove existing conditions to release funding supporting the repayment of the existing EIB loan for TBSI.
- (v) To allow future revenues from the School of Business to be used to repay the EIB loan over 25 years.
- (vi) The nonstandard allocation of new and incremental revenue by the School of Business to fund increased capacity and pay off loan.
- (vii) For Trinity to invest its share of the revenues in the other activities in the project.

It was agreed that further details on the project growth plan and management, with clearer details in relation to the associated risks of the project and a best and worst case scenario financial plan is to be brought to the next meeting of the Board.

It was also agreed that further consideration regarding the projected number of non-EU students and resulting income was required. The Vice-President for Global Relations is to explore that. A course proposal for the proposed structure of the International Bachelor of Business Studies will be prepared and the views of the Vice-President for Global Relations will be considered in that proposal.

*Mr P Mc Donnell and Mr B Keogh left the meeting.*

#### **BD/13-14/176 Fellowship 2014**

The Board approved the nominations for Fellowship and Honorary Fellowship as presented by the Provost.

The Board noted an improvement in relation to the gender balance of those proposed for Fellowship.

#### **BD/13-14/177 Quality**

This item was deferred to the next meeting and to ensure appropriate time for discussion, it was agreed that this item would be given priority on the agenda for that meeting.

#### **BD/13-14/178 University Council**

The Board confirmed the Acta of the University Council of the meeting of 12 February 2014, with particular reference to Actum CL/13-14/105.

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**BD/13-14/179 Any Other Urgent Business**

**Memorial Service**

The Board noted that a memorial service is to be held for the late Board Member Ms N Murray on Friday, 14 March 2014.

**Accommodation for Scholars**

The Board agreed that this item, as raised by the President of the Students' Union would be discussed at the next meeting on 26 March 2014.

**Section B**

**BD/13-14/180 Board Business**

(i) **Callover**

The Board noted the Callover from the meeting of 29 January 2014 as circulated.

(ii) **Outcomes**

The Board noted the Board Outcomes, as circulated.

**BD/13-14/181 College Safety Committee**

The Board noted and where a decision was required, approved the draft Minutes of meeting of 18 October 2013.

The Board agreed that an item regarding mandatory health and safety training for Heads of School, Heads of Area and Principal Investigators would be placed on the agenda for the next meeting.

**BD/13-14/182 Equality Committee**

The Board noted and where a decision was required, approved the draft Minutes of meeting of 23 January 2014.

**BD/13-14/183 Library and Information Policy Committee**

The Board noted and where a decision was required, approved the draft Minutes of meeting of 27 January 2014.

**SECTION C**

**BD/13-14/184 Higher Degrees**

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 12 February 2014, as circulated.

**BD/13-14/185 Senate**

(i) **Master in Arts (*jure officii*) - Candidates**

The Board noted and approved a memorandum from the Registrar, circulated, dated 19 February 2014;

(ii) **New Degrees - Titles**

The Board noted and approved a memorandum from the Registrar, circulated, dated 19 February 2014.

**BD/13-14/186 Trinity Ball 2015**

The Board approved the request of the Ball Committee to hold the Trinity Ball on 17 April 2015.

**BD/13-14/187 Visual and Performing Arts Fund 2013/14**

The Board noted and approved a memorandum from the Provost, circulated, dated 18 February 2014.

**BD/13-14/188 Estates Policy Committee - Membership**

The Board noted and approved a memorandum from the Registrar, circulated, dated 19 February 2014.

**SECTION D**

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

Signed: .....

Date: .....