

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 26 March 2014

<i>Present</i>	Provost (Dr P J Prendergast), 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, Professor M Bourroche, Mr F Cowzer, Professor W J Dowling, Ms S Dunphy, Mr D Frost, Mr J Gallagher, Mr G J Garrahan, Mr S Garry, Professor H Gibbons, Mr R Kenny, Mr J Leahy, Mr T Lenihan, Professor J F McGilp, Professor N Marples, Professor D O'Neill, Professor M Ó Siochrú, Professor H J Rice.
<i>Apologies</i>	Vice-Provost/Chief Academic Officer (Professor L Hogan), Dr O Braiden, Professor E Drew, Professor R Gilligan, Professor C O'Farrelly.
<i>In attendance</i>	Assistant Secretary to the College (Ms Victoria Butler).
<i>(ex officio)</i>	Secretary to the College (Mr John Coman), Treasurer/Chief Financial Officer (Mr Ian Mathews).
<i>(by invitation)</i>	Interim Chief Operating Officer (Ms Geraldine Ruane). The Dean of Research, the Director of Communications and Marketing and Mr David Riddle (Huguenot) (for BD/13-14/198) Mr Adrian Neilan, the Commercial Director (for BD/13-14/199) Prof Paul Drechsler, Chair of the Business School Project Steering Group and Ms Louise Connaughton, Programme Manager (for BD/13-14/200) Mr Paul Dalton, Chair of the GenSIS Project Board and Mr John Murphy, Director of IS Services and Project Sponsor (for BD/13-14/201)

SECTION A

BD/13-14/192 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 made a statement of interest in relation to item A4 (ii) Progress Report for the Financial Services Division.

Mr Dermot Frost and Ms Sheila Dunphy declared a statement of interest in relation to item A.4 (iii) IS Services Progress Report.

BD/13-14/193 Minutes - Meeting of 26 February 2014

The minutes of 26 February 2014 were approved and signed subject to the following amendments:

- **BD/13-14/173** to include the following text: '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.'
- **BD/13-14/175** amend the last paragraph to read to include: 'The Vice-President for Global Relations is to explore this. 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.'

BD/13-14/194 Matters Arising from the Minutes

There were no matters arising.

BD/13-14/195 Provost's Report

The Provost provided an update to Board on the following Items:

- (i) Committee on the Decade of Commemorations
The Provost informed the Board that, in keeping with a number of national initiatives, a Committee on the Decade of Commemorations had been established to co-ordinate College activities. It was noted that Dr Tomás Irish is to write a history of the College in the period 1913-1923 and that College wide communications would be issued to invite suggestions for a programme of events.
- (ii) Strategic Planning
The Provost advised Board that the four pillar working groups, focused on Education; Research and Innovation; Engagement and Global Citizenship; and Student Life, along with the group on Mission, Vision and Values had been established. It was noted that the process of producing the draft Strategic Plan 2014-2019 was proceeding in keeping with the original time-line as specified by the Vice-Provost/Chief Academic Officer at a previous Board meeting.

Noting the impact of the current financial constraints on the College, the Provost advised Board that important decisions on the finances of the College will be required.
- (iii) Irish University Association and University Funding
The Provost referred to his current role as Chair of the Irish Universities' Association (IUA) and informed Board that he was prioritising the issue of university funding.

The Board noted that the IUA has scheduled a national symposium with a focus on university funding, to be chaired by the Provost, for 29 September 2014.

(iv) Technological Universities Bill

The Secretary to the College, at the invitation of the Provost, provided an update to the Board on the Technological Universities Bill. In particular he informed Board that the Joint Oireachtas Committee on Education and Skills has issued a call for written submissions in response to the draft bill. The draft bill was not applicable to the existing universities. However, it was noted that the draft bill contains provisions for the technological universities in relation to some general issues such as remuneration which could have implications for the College, if they were to be extended to the universities.

In response to a query from a Board member, the Provost confirmed that he had not known in advance about the recent announcement from the Minister of Education and Skills regarding a proposed reduction in third level fees for children of Irish emigrants. The Provost informed Board that, in his capacity as Chair of the IUA, he had subsequently contacted the Department of Education and Skills on this matter, noting that it was for the College to set its own fee levels and the detrimental impact such a move would have on university finances.

BD/13-14/196 Quality

The Provost invited Board's attention to the reports on the quality reviews and implementation plans of the following areas carried out in accordance with the quality assurance procedures for administrative areas:

(i) **Implementation Plan for the Library**

The Provost invited Board's attention to the Implementation Plan for the Library which had been circulated. With reference to Recommendation 1, the Provost informed Board that a new Librarian had been recruited and that a start date had been agreed. The Provost then provided an update, where appropriate, for the other recommendations contained in the implementation plan which addressed items such as the Legal Deposit Review, Communications, START, Strategic Planning, Fundraising and storage issues.

It was noted that Dr Brenda Cullen had been appointed to the Trinity Foundation to work closely with the Library on fundraising activities.

In response to a comment from a Board member, it was noted that the Library materials storage issues had been discussed by the Executive Officers Group and that the Bursar/Director of Strategic Innovation was currently exploring possible solutions.

With reference to Recommendation 5, the Treasurer/Chief Financial Officer informed Board that the Planning Group had revisited the 2013/2014 budget for the Library, resulting in an increase in the allocation.

The Board noted and approved the Implementation Plan for the Library.

(ii) **Progress Report for the Financial Services Division**

The Treasurer/Chief Financial Officer withdrew from Board for this item.

The Provost invited Board's attention to the Progress Report for the Financial Services Division, which had been circulated. It was noted that the

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Treasurer's Office had made significant progress in addressing the reviewer's recommendations.

The Provost, with reference to Recommendation 2, informed Board that the recruitment process for a Deputy Chief Financial Officer/Director of Financial Services was in progress. That appointment would result in the Treasurer/Chief Financial Officer having the capacity to focus on high level investment activities and capital projects.

Noting Recommendation 4, the Provost informed Board that the Planning Group has a focus on the provision of improved data in relation to the College's financial performance and that much progress had been made to date.

On re-joining the meeting, the Treasurer/Chief Financial Officer was asked to respond to a comment from the Provost, noting the concerns of Board members, regarding the transition to the new Financial Information System (FIS). The Treasurer/Chief Financial Officer emphasised that the transition period required extensive engagement with the College community, particularly in relation to providing support and managing expectation and that continuing efforts to facilitate this were being made. It was also noted that the roll-out of the iProcurement module had been paused for two months to allow for additional staff training and workshops.

In relation to the implementation and use of FIS, the Treasurer/Chief Financial Officer noted that a significant change to work practices, particularly for School Administrators and Chief Technicians, was required and that the FIS Project Team were addressing any issues as they arise and visiting the relevant areas if necessary. It was also noted that a dedicated support desk had been established.

The Board noted and approved the Progress Report for the Financial Services Division.

(iii) **IS Services Progress Report**

The Chief Operating Officer invited Board's attention to the Progress Report for IS Services, which had been circulated. She advised Board of the status of the Provost's recommendations to Board for the area following the review and it was noted that to date 23 recommendations from the review have been implemented with 15 others in progress.

The Board noted and approved the Progress Report for IS Services.

BD/13-14/197 Strategic Plan 2014-2019 - Preliminary Analysis of the External Environment

This item was deferred until the meeting of 2 April 2014.

BD/13-14/198 Trinity Identity Initiative

The Dean of Research, the Director of Communications and Marketing and Mr David Riddle (Huguenot) attended for this item.

It was agreed to consider the two documents in the order as presented below.

(i) **Identity Initiative Logotype**

The Board noted the Memorandum from the Director of Communications and Marketing, dated 19 March 2014.

The Director of Communications and Marketing, drawing Board's attention to a presentation, provided an update on the latest developments on the Identity Initiative, with a particular focus on a new logotype for College. It was noted that the Strategic Plan 2009-2014 contained a commitment to a 'focused branding exercise...aimed at clearly articulating and promoting the values and identity of the College in a coherent, concise, distinct and recognisable manner to internal, national and international audiences'. It was also noted that the proposed logotype would be used on official College publications and media materials. He noted that this would reduce fragmentation of our identity, meet digital communications needs, and help the College achieve its global relations ambitions.

Mr David Riddle, referring to the previously circulated presentation, informed Board of the process which had been followed to derive the recommended new logotype, noting that the logotype describes the Trinity visual identity - the Arms of the College, which is a derivation of the original, and accompanying words. Mr Riddle highlighted the proposed features of the recommended logotype, in particular the fact that the number of colours have been reduced from five to two (blue and white), and that fonts that are striking, clear and easy to read have been chosen. He also noted that the recommended logotype has the following characteristics:

- It is drawn on the existing elements of the existing Arms of the College except that the book is an open book and not a closed book; noting that the Arms of the University has an open book;
- It is visually strong, evoking richness and depth, in line with best design practice;
- It has enhanced definition, bringing out the symbolic significance of the core components which retain their original positions;
- It will be easy to reproduce, with lower costs and higher quality;
- The fonts, as well as the upper and lower cases, comply with accessibility guidelines for those with visual impairments;
- It will be fit for the digital environment where it can be used across multiple platforms and resized as required.

The Provost thanked Mr Riddle and the Director of Communications and Marketing and opened the item for discussion.

The following items were raised by Board members:

- the reassertion of the use of the words 'University of Dublin' is welcomed;
- the importance of future-proofing the logotype;

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- that international best practice is being followed;
- further consideration is to be given to the adoption of the new identity across the various parts of College
- further discussion and consultation with the College community would be desirable before a final decision were made.

In response to a query, the Director of Communications and Marketing clarified that the original elements of the Arms of the College were being retained and that the historical heraldic shields will not be changed and will be retained for use in legal documents. Similarly the Arms of the University are unchanged and will continue in use as at present. He emphasised that while the original elements were now being interpreted with a focus on openness, inclusivity and accessibility there was no significant move away from the original elements.

The Director of Communications and Marketing also clarified that it is not intended to prescribe a verbal variation of the name and that the web address for the College would remain unchanged.

In response to a query from a Board member, Mr Riddle clarified that appropriate digital images would be made available for use.

The Board granted preliminary approval for the proposed logotype and it was noted that the recommendation would come forward for final approval at the meeting of Board on 30 April. In relation to the bilingual logotype, it was agreed that the full bilingual version included in the presentation should be used.

It was agreed that in the meantime the Provost, and the Identity Initiative team, will take the proposed logotype out for discussion and consultation with the College community.

It was also agreed that the Identity Initiative is to proceed according to the previously approved timeline.

The Board noted the dissent of Professor Seán Barrett and Mr Tom Lenihan.

- (ii) **Rankings Performance and the Trinity College Dublin Identity Initiative**
The Board noted the memorandum from the Dean of Research, dated 19 March 2014.

The Dean of Research, acknowledging the Board's request for clarity in respect to any potential impact which the Identity Initiative may have on University rankings, drew Board's attention to the existing College Strategy to maximise the discoverability of its publications and associated citations by ensuring that the common designation "Trinity College Dublin" is used on all research publications. The Dean of Research recommended to Board that continued use of this designation should mitigate any risk arising of research initiatives and achievements not being associated with the College.

In response to a query, the Dean of Research advised Board that an alternative approach, whereby ranking agencies would be informed of a change to the

common designation “Trinity College Dublin” and subsequently relied upon to consolidate Trinity publications, contained a risk which could disadvantage the College’s reputation and standing.

The Board approved the recommendation that the designation “Trinity College Dublin” should continue to be used on all research publications and that its use by Trinity authors should be reinforced. It was also agreed that, where an author is required to include the word ‘university’, the following words should be used: “Trinity College Dublin, the University of Dublin”.

The Provost thanked the Dean of Research, the Director of Communications and Marketing and Mr David Riddle, who then left the meeting.

BD/13-14/199 Trinity Visitor Experience

Mr Adrian Neilan, Commercial Director, joined the meeting for this item.

Mr Jackie Gallagher declared a statement of interest in relation to this item, informing the Board of his membership of the Board of Governors at the National Gallery of Ireland.

The Bursar/Director of Strategic Innovation invited Board’s attention to a presentation, dated 19 March 2014, which had been circulated. He provided the Board with a summary of the Trinity Visitor Experience Master Plan with particular reference to the following:

- (i) the high level financial information;
- (ii) the consultation process to date;
- (iii) responses to issues raised during the consultations;
- (iv) plans for further consultation;
- (v) key issues and risks.

In response to a query, the Bursar/Director of Strategic Innovation confirmed that an integrated Estates Strategy will be brought to a future meeting of Board. He also advised Board that this strategy would consider the need for additional postgraduate study space.

The Bursar/Director of Strategic Innovation also confirmed that future plans will consider the student experience, the academic experience and the impact of this project on the Library. It was important to utilize the collections for the benefit of teaching and research and to make the collections more accessible to the student body. It was also imperative to reap the benefits of Government capital grants which were available to support the project.

In response to a query the Commercial Director confirmed that consideration will be given to ensuring value for money for visitors, with tailored packages and shorter waiting times. It is also envisaged that visitor centres and appropriate amenities will be provided.

In response to a comment from a Board member, it was agreed that the ownership of the first two financial risks, as outlined in the presentation, should be amended to ‘Bursar/Director of Strategic Innovation and Executive Officers’.

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The Bursar/Director of Strategic Innovation advised Board that several different working groups will be established to focus on the various aspects of the project. A further consultation phase would take place including a working group chaired by Professor Ó Siochrú to address the concerns raised by Library staff. A full implementation plan would be brought to a future meeting of Board for approval.

The Provost thanked the Bursar/Director of Strategic Innovation and the Commercial Director for their contributions on this project to date and Mr Neilan left the meeting.

BD/13-14/200 Trinity Business and Innovation Hub

Mr Paul Drechsler, Chair of the Business School Project Steering Group and Ms Louise Connaughton, Programme Manager joined the meeting for this item.

Mr Drechsler, noting the funding challenges for the delivery of the project and the significant increase in student recruitment required, advised the Board that this is a manageable project which represented a significant opportunity to strengthen the existing College reputation and brand globally and with the potential for large scale economic benefits. However, he noted that targeted policies to recruit academic staff at the sufficient rate would be required. He also advised that the project would benefit from a business development and sales strategy and a significant fundraising commitment.

Noting the request from the Board at the meeting of 26 February for further information, the Programme Manager invited the Board's attention to a paper, dated 26 March 2014, which had been circulated and provided an update for Board on the following items:

- (i) Project summary update
- (ii) School of Business - SWOT analysis, European MBA ranking and student recruitment.
- (iii) Financial Scenarios
- (iv) Financial Risks.

In response to a query, the Bursar/Director of Strategic Innovation confirmed that a significant body of work has been conducted in relation to the student number projections contained in the business case and that there is a large student market which could be accessed with the correct marketing strategy.

The Bursar/Director of Strategic Innovation, in response to a query in relation to the dependency of this project on the E3 project, informed Board that this dependency was not on the critical path for the project and that work could proceed on the Trinity Business and Innovation Hub in a phased manner while the E3 strategy was being finalised and implemented.

In response to a query in relation to the staff costs included in the business case, the Treasurer/Chief Financial Officer clarified that financial scenario no 9, as outlined in the paper, reflected a projected annual increment in fixed salary costs.

The Bursar/Director of Strategic Innovation also clarified for the Board that it is envisaged that a number of industry experts will deliver some of the teaching in the

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Business School and hence the inclusion of a high percentage of casual academic staff numbers in the business case.

In response to a query on the Financial Risk Register, it was confirmed that the reference to risk ownership should be amended to Executive Officer Group and not 'TCD'.

The Board noted the paper from the Bursar/Director of Strategic Innovation, dated 26 March 2014.

The Provost thanked the Bursar/Director of Strategic Innovation, the Chair of the Business School Project Steering Group and the Programme Manager, for the detailed information.

Mr Paul Drechsler and Ms Louise Connaughton left the meeting.

BD/13-14/201 GeneSIS Project Update

Mr Paul Dalton, Chair of the GeneSIS Project Board and Mr John Murphy, Director of IS Services and Project Sponsor attended for this item.

The Board noted the Memorandum from the Treasurer/Chief Financial Officer, dated 19 March 2014.

The Chair of the GeneSIS Project Board explained that the Independent Project Monitor was not available to be present. He advised Board that the project was now very advanced and that the current phase of the project is due to end on 31 March 2014 and that the Project Board had been asked to remain in operation for an additional period to finalise the current phase prior to the initiation of the next phase of the project, which will see the completed project work being transferred to the Academic Registry. He also advised Board that consideration had been given to the provision of on-going support to users and it was noted that the Student Administration System (SAS) User Support Unit had been transferred to IS Services.

In response to a query from a Board Member, the Project Sponsor advised Board that support for users in the Academic Registry was being explored with regular meetings taking place between members of IS Services and the Academic Registry, chaired by the Treasurer/Chief Financial Officer. He also advised Board that a SITS Usergroup had been established and that the most common issues had been identified and were being addressed.

In response to a query, the Treasurer/Chief Financial Officer advised Board that there were some aspects of the project which, while outside the remit of the original scope of the G1 Phase, were required and for which workable solutions had been found. He noted that any additional requirements beyond the G1 phase would need to be considered by Executive Officers and a full business case would be required.

The Board noted the status reports on the GeneSIS Project provided by the External Monitor and the management responses provided by the Project Sponsor, on behalf of the Project Board.

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Mr Dalton thanked the Board and all involved with the project and commended the work of the IS Services team on this project to date.

The Chair of the GeneSIS Project Board and the Project Sponsor left the meeting.

BD/13-14/202 Scholarship 2014

This item was deferred until the meeting of 2 April 2014.

BD/13-14/203 University Council

This item was deferred until the meeting of 2 April 2014.

BD/13-14/204 Visitors

This item was deferred until the meeting of 2 April 2014.

BD/13-14/205 Any Other Urgent Business

It was agreed that Agenda items which had not been dealt with at this meeting would be brought to a reconvened meeting of the Board on Wednesday, 2 April 2014.

Agenda items in Section B, C and D were deferred until the meeting of 2 April 2014.

Signed:

Date: