

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting of 25 June 2014

*Present* Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor L Hogan), Bursar (Professor G J Lacey), Senior Lecturer/Dean of Undergraduate Studies (Professor P Geoghegan), Registrar (Professor S P A Allwright), Vice-President for Global Relations (Professor J H Ohlmeyer), Professor S D C Barrett, Dr O Braiden, 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, Professor R Gilligan, Mr R Kenny, Mr J Leahy, Mr T Lenihan, Professor J F McGilp, Professor N Marples, Professor M Ó Siochrú, Professor H Rice.

*Apologies* Professor M Bouroche, Professor E Drew, Professor C O'Farrelly, Professor D O'Neill.

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

*(ex officio)* Secretary to the College (Mr John Coman), Treasurer/Chief Financial Officer (Mr Ian Mathews).

*(by invitation)* Interim Chief Operating Officer (Ms Geraldine Ruane).

The Director of the Trinity Foundation, Mr Nick Sparrow, attended for item BD/13-14/299.

The College Librarian and Archivist, Ms Helen Shenton, attended for items BD/13-14/303 and BD/13-14/306.

Section A

**BD/13-14/293 Statement of Interest**

The Provost requested Board members to declare any potential conflict of interest they may have in relation to items on the Board agenda.

As a current external member of the Board, Dr Olive Braiden declared a statement of interest in relation to the appointment of an external Board member under Agenda item A.3.

Mr Gerard Garrahan, as a staff member in the Library, declared a statement of Interest in relation to items A.8 and A.11 as both items relate to the Library.

It was agreed that Mr Garrahan should remain for the items A.8 and A.11. It was agreed that Dr Braiden would be excused from the meeting for the discussion on item A.3.

**BD/13-14/294 Minutes****(i) Meeting of 28 May 2014**

The minutes of 28 May 2014 were approved and signed subject to the following amendment:

- Amend the last paragraph of minute BD13-14/264(ii) to read: 'the Vice-Provost/Chief Academic Officer agreed to give consideration to emphasising the centrality of Ireland in Trinity's profile as well as addressing wider global issues.'

**(ii) Joint Meeting of Board and Council 18 June 2014.**

The minutes of the joint meeting of Board and Council 2014 of 18 June 2014 were approved subject to the following amendments:

- The names of Professor Barrett and Professor Bourroche should be removed from the attendance list.

**BD/13-14/295 Matters Arising from the Minutes**

There were two matters arising from the minutes which were discussed and have been recorded below, (see minute BD/13-14/296 and BD/13-14/297 below).

**BD/13-14/296 Advisory Committee on Honorary Degrees**

The Registrar provided some clarification in relation to BD/13-14/269 regarding the nominations received for Honorary Degree candidates. It was noted that no member of the Board had nominated a candidate who had not gone on to be awarded an Honorary Degree.

**BD/13-14/297 Professor of Business Studies - Departures Framework Appointment**

The Secretary confirmed in relation to BD/13-14/272 that written correspondence regarding the invoking of the Departures Framework had been sent to, and receipt of same acknowledged by, the Higher Education Authority (HEA).

**BD/13-14/298 Provost's Report**

The Provost provided an update to Board members on the following items:

**(i) Work programme for 2013-14**

The Board noted the update provided by the Provost in relation to the work programme for 2013-14 categorised as follows:

**a. Strategic planning, and consolidation of existing strategies**

The Provost re-iterated to the Board the income generating strategies currently on-going in the College. He advised the Board that the Global Relations Strategy had been revised and that Phase II of the strategy had been approved subject to a detailed business case.

The Provost noted the significant amount of work that had been conducted in the drafting of the Strategic Plan 2014-2019 and that the final version of the plan will be brought to a meeting of Board at the start of the new academic year. Noting the many actions arising from the nine goals in the draft Strategic Plan, the Provost thanked the Vice-Provost/Chief Academic Officer and all those who had assisted in the drafting of the plan to date.

**b. Ongoing projects**

The Provost provided an update to the Board on some of the projects which were progressed in 2013-14, including:

- eStrategy projects (GeneSIS, FIS and Core HR)
- Infrastructure projects, including the Trinity Business and Innovation Hub, E3 - Engineering, Energy and the Environment and student residences
- Online Education initiative
- START - Administration and support services reform
- Admissions feasibility project
- Trinity Global Graduate Forum.

With reference to the GeneSIS project, the Provost informed the Board that further work would be required following the completion of this project and a process of continuous improvement would need to be established in the coming academic year.

The Provost advised that much progress had been made over the year on the key infrastructural projects and advised the Board that work on these projects would continue in the new academic year with a focus on philanthropy. In particular, he advised the Board that the Bursar/Director of Strategic Innovation and the Treasurer/Chief Financial Officer were exploring the possibilities for increasing the number of student residences.

The Provost also provided an update in relation to the Online Education initiative, advising the Board of some of the possibilities being explored as part of this initiative. It was noted that the report of the Online Education Working Group, chaired by the Provost, in relation to the potential development of the Trinity Online Education Project will be brought to a future meeting of Board, once Council have had sufficient time to consider the matter.

The Provost also advised that as part of the re-organisation under START, a Provost's Directorate had been established.

The Senior Lecturer informed the Board that work on the Admissions feasibility study was progressing well with the final element of assessment of applications scheduled for 13 August 2014. He also advised the Board that the incoming Senior Lecturer will be continuing work on this project in the coming year.

In relation to the Trinity Global Graduate Forum, the Vice-President for Global Relations advised the Board that the College had received a CASE Grand Gold Award for Volunteer Engagement and Leadership, a significant contributor to this being the success of the Trinity Global Graduate Forum.

**c. External relationships**

The Provost invited the Vice-Provost/Chief Academic Officer to provide an update to the Board in relation to the development of the Institute of Education. The Vice-Provost/Chief Academic Officer informed the Board that a management committee comprising of the Heads of Schools of Education from the four participating institutions had been established with Professor Carmel O'Sullivan as the Chair. She advised the Board that progress was underway in the development of a consolidated Masters in Education and noted that further work was required particularly in relation to the name of the new institute and in identifying appropriate funding mechanisms. It was noted that the new Institute of Education is due to be launched in Autumn 2014.

The Provost advised the Board of the developments in relation to the higher education Landscape process/Clusters and noted that a strong interaction will also need to be maintained with the Higher Education Authority with a view to the College engaging with the development of governance for the Dublin Pillar 1 cluster. He also advised that the mission-based compacts submission on behalf of College was now complete and that the full funding allocation would be provided by the HEA.

The Provost also noted the importance of building strong relationships with the Department of Education and Skills, funding bodies, industry and potential philanthropic donors.

**d. General management**

The Provost noted his role as chair of Board, Council, and Finance Committee as well as of Executive Officers, professorial appointment panels and promotion review committees. He also updated the Board on the status of the current round of academic promotions.

In response to a query from a Board member, the Provost and the Senior Lecturer advised the Board of the progress made in relation to a feasibility study in relation to admissions via the CAO system and the initiative in relation to students from Northern Ireland with thanks being extended to Professor Barrett and Professor Ó Siochrú for their assistance with the study.

**(ii) External Member of Board**

*Dr Olive Braiden left the room for this item.*

The Secretary introduced this item advising the Board that five organisations had been invited to submit nominations and three responses had been received. The Provost informed the Board that the Board sub-committee had met to consider the nominations and have recommended that Dr Olive Braiden be appointed as an external member of Board for a second term, 2014-2018. The Secretary then provided a short overview of Dr Braiden's biography. The Board approved the recommendation of the Board sub-committee that Dr Olive Braiden (the Arts Council nominee) be appointed as an external member of the Board for a four year term with effect from 25 August 2014 to 24 August

2018, in accordance with the Trinity College Dublin (Charters and Letters Patent Amendment) Act, 2000.

The importance of all Board members being present for each meeting of Board and in particular for the full duration of Board meetings was noted.

(iii) **Board Confidentiality and the Circulation of Board papers**

The Provost informed the Board of two separate requests which had been received to widen the circulation of Board papers. Noting that this was a decision for the Board, he invited the views of Board members on the matter.

In response to a comment from a Board member in relation to recent breaches of confidentiality, the Provost noted the importance of ensuring good governance and the potential impact of future breaches on the business of the Board was noted.

The Board agreed that the circulation of Board papers should not be widened at this time and noted the importance of the strictest levels of confidentiality for Board papers.

**BD/13-14/299 Trinity Foundation Six-Monthly Report**

*The Director of the Trinity Foundation attended for this item.*

Thanking the Provost and the Board for the opportunity to provide an update on the work of the Trinity Foundation, the Director of the Trinity Foundation invited Board's attention to a presentation. He advised the Board that the Trinity Foundation had been participating in a UK survey of leading universities fundraising performance which provided benchmarking information.

He appraised the Board of the level of fundraising over the past three years when compared against peer institutions in the UK. While by nearly every metric, Trinity performed well the exercise was a useful way of identifying ways to further improve the fundraising performance of the College. With reference to the College funding of the Trinity Foundation, Mr Sparrow advised the Board that a return of 7:1 on investment had been achieved.

Following a comment from a Board member, the Director of the Foundation advised that there was potential to grow the activities of the Foundation and that he would be closely aligning all Foundation activities to serve the goals of the new College Strategic Plan.

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

- (i) fundraising targets should be realistic and not unachievable;
- (ii) the fundraising work programme should be aligned to the objectives of the Planning Group.
- (iii) the relationship with donors should be carefully managed and their individual aims should as far as possible be aligned with the strategic priorities of the College.

Mr Sparrow advised that the current targets for fundraising are challenging but achievable and the Foundation staff are linking with the Global Relations Strategy in

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order to capitalise on this opportunity and to expand the College's global profile and potential sources of philanthropy. The Vice-President for Global Relations advised the Board that there are significant philanthropic opportunities available internationally, however at present the USA market represented a significant challenge. Mr Sparrow informed the Board that the Foundation will be focusing on improving the activity in the USA market.

The Board noted the presentation as presented by the Director. The Provost thanked Mr Sparrow who then left the meeting.

*Professor Rice joined the meeting at this point.*

#### **BD/13-14/300 Planning Group**

##### **(i) Report # 11**

The Vice-Provost/Chief Academic Officer invited the Board's attention to her memorandum, dated 17 June 2014, outlining the work of the Planning Group from mid-February 2014 to mid-June 2014. She advised the Board that in this period the work of the Planning Group had focused on:

- Overseeing the process to develop the strategic objectives that will form the basis of the new Strategic Plan 2014-2019;
- Managing the impact of the financial crisis on the core educational and research mission of the College;
- Embedding the Annual Budgetary Cycle process for 2014/15;
- Monitoring the achievement of targets associated with income generation strategies in conjunction with the Finance Committee;
- Developing College's response to critical human resource issues.

The Vice-Provost/Chief Academic Officer advised the Board that the projected income available to allocate for 2014/15 was down a further €10million compared with the 2013/14 allocation. Noting the Board decision to plan for the delivery a balanced budget, she informed the Board of the risks associated with this and highlighted the limited flexibility available to the College in relation to a reduction in pay costs.

With reference to the budget meetings that had been held with the Schools, the Vice-Provost/Chief Academic Officer advised the Board that there had been a high level of engagement with the process and that in general Schools had been supportive of trying to develop new programmes and activities. All Schools had been asked to identify the risks and mitigations arising from the 2014/15 budget allocation, and she noted that a summary of these from the Faculties of Arts, Humanities and Social Sciences and Health Sciences had been included in the Planning Group Report and that those from the Faculty of Engineering, Mathematics and Science will be available for consideration at a future meeting of the Board.

The Vice-Provost/Chief Academic Officer informed the Board that a significant amount of work had been conducted in relation to the oversight of the Global Relations Strategy and the START programme. With reference to the creation of the following four new organisational structures: the Academic Services Division; Corporate Services Division; Financial Services Division and the Provost's Directorate, it was noted that the Trinity Foundation is to report in to the Provost's Directorate.

The Vice-Provost/Chief Academic Officer then provided a summary of the work

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conducted by the Planning Group in relation to strategic staffing issues and in particular managing the core headcount; and being an early sounding-board for consideration of planned developments of probation; professional development, as well as an overview of how the financial mainstreaming of Ussher Assistant Professorships was being implemented.

She also provided an update of the recent HEA call for proposals to increase ICT places which will result in an additional 1,250 places being made available on courses leading to a level 8 award across the sector, the incentivisation of which will be funded through RGAM. However, there is no planned increase in the overall RGAM budget. As such, she advised the Board on how the additional incremental activity would be treated in the context of the ABC.

The Provost thanked the Vice-Provost/Chief Academic Officer and opened the item for discussion. The following issues were raised by Board members:

- It may be beneficial to review the current overhead policy;
- The need to identify the risks associated with introducing the two new academic career tracks;
- The need for transparency and oversight of the activity of the Commercial Revenue Unit;
- The adverse effect of experiencing a large number of retirements with many posts not being replaced.

In response to comments from a Board member, the Treasurer/Chief Financial Officer advised the Board that, while the amount of available resources has significantly reduced, in many academic areas there were reserves which were being utilised to return balanced budgets.

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer, dated 17 June 2014. The Board also noted the Planning Group Report #11 and approved the recommendations contained within with a focus on managing the cost base downward, in particular in relation to pay. It was agreed that the top-level ABC budgets (table 2 in the document) would be presented to Board on a regular, trend-related basis.

**(ii) Consolidated Financial Reporting and Budgeting**

The Treasurer/Chief Financial Officer invited the Board's attention to his memorandum, dated 18 June 2014. He advised the Board that since 2002/03 the College has been required to prepare Consolidated Financial Statements using Irish Generally Accepted Accounting Principles (GAAP) which cover all activities of the College and its subsidiary undertakings. He also advised the Board that the College prepares a second set of statements i.e. Funding Statements prepared on the basis of Irish University sector harmonised principles approved by the Higher Education Authority (HEA). Those funding statements cover the core teaching and research activities of the College in the income and expenditure account. The Board noted that, as the HEA does not fund depreciation, the College has heretofore prepared its budgets on a funding statement basis and therefore, in its financial planning, had made no provision for depreciation. The Treasurer/Chief Financial Officer informed the Board that it was on this basis that the College, as approved by Planning Group, had recently aligned the annual financial forecasting process with the annual financial reporting basis by provisioning for net depreciation to ensure College is planning for long term financial sustainability.

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Following comments from Board members the Treasurer/Chief Financial Officer advised the Board that should the College not adequately provide for depreciation in its financial forecasting, external bodies may look unfavourably on the financial status of the College when it reports its financial performance in the annual audited Consolidated Financial Statements.

The Vice-Provost/Chief Academic Officer advised the Board that the most recent HEA report had noted a significant amount of teaching space was inadequate and therefore a provision for the use and renewal of assets is timely. Following a comment from a Board member suggesting that the Higher Education Sector should address the lack of funding for depreciation, the Provost suggested that he would raise the issue with the HEA and with the Heads of the other Irish Universities.

The Board noted the memorandum from the Treasurer/Chief Financial Officer, dated 18 June 2014. The Provost thanked the Treasurer/Chief Financial Officer for highlighting the issue and it was agreed that the basis of forecasting and reporting as outlined in the memorandum, would be reviewed at a sectoral level and that the Board would have an opportunity to discuss this item at a future meeting of the Board.

(iii) **Key Performance Indicators**

The Provost introduced the item noting that the set of KPIs as approved by Board on 30 April 2014 had been used to facilitate discussion during the recent resource allocation process.

The Vice-Provost/Chief Academic Officer clarified that this item had been deferred from the previous meeting of the Board and that it had been removed from the current agenda in error, resulting in an amendment to the agenda that had been originally circulated.

The Vice-Provost/Chief Academic Officer then invited the Board's attention to her memorandum dated 21 May 2014 which outlined the first step in collecting comparable data for the range of a Schools activities and in tracking trends at a School level, within and across the Faculties. In particular she advised the Board of the substantial range in activity levels across Schools and Faculties. With reference to the KPI1 Income and Expenditure, the Vice-Provost/Chief Academic Officer clarified that the School of Dental Science had been excluded from the Faculty average as it has a different funding position to other Schools.

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer, dated 21 May 2014.

It was agreed that this set of indicators would in future be referred to as Key Activity Indicators so that the nature of the data being captured is appropriately reflected.

It was also agreed that the data collected would be collated to reflect the annual percentage change and that such data would be forwarded to Board for review on an annual basis. It was noted that data in relation to gender should be included.

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The Vice-Provost/Chief Academic Officer is to liaise with the Dean of Research regarding a review of the current College policy for the distribution of research overheads.

**BD/13-14/301 Strategic Plan 2014-19 - Risk Assessment**

The Interim Chief Operating Officer invited the Board's attention to a Memorandum dated 20 June 2014, which had been circulated and to a document which was tabled. She provided a brief overview of the risks identified with each of the actions included in the draft Strategic Plan and the relevant owners of each of these risks. She also advised the Board that a subcommittee of the Executive Officer Group was scheduled to meet with a view to agreeing a Terms of Reference, reviewing the risk management process in College and to make recommendations in relation to risk ownership.

In response to a comment from a Board member in relation to actions B.1 and B.2 in the draft Strategic Plan, the Vice-Provost/Chief Academic Officer clarified that following the joint meeting of Board and Council these actions had been rewritten. The Provost informed the Board that it was envisaged that these actions would enhance organisational flexibility across the College.

Following comments from Board members in relation to the potential impact of the external funding environment on the achievement of some of the aims of the Strategic Plan, the Provost advised the Board that while the Risk Register as presented will not be published as part of the plan, it is to underpin the plan as a whole.

The Board noted and approved the memorandum from the Interim Chief Operating Officer, dated 20 June 2014.

It was noted that, as the Strategic Plan is finalised analysis of risks will be incorporated into the College's Risk Development Process.

**BD/13-14/302 START Update**

The Bursar/Director of Strategic Innovation invited Board's attention to a memorandum dated 13 June 2014 and provided an update on the START programme to Board members, noting in particular that the project is scheduled for completion in September 2014. He advised the Board that it is envisaged that cost savings will be identifiable from the academic year 2014/15 as the organisational structure and START recommendations become embedded.

In response to a comment from a Board member, the Bursar/Director of Strategic Innovation clarified that an organisational design for the Corporate Services Division had been prepared and that discussion with the relevant staff and other stakeholders would be undertaken to facilitate implementation.

In response to a query from a Board member regarding the projected savings, the Bursar clarified that the updated cost and savings figures had been included to reflect a phased approach to hiring.

The Board noted the draft report from the Bursar/Director of Strategic Innovation and the Director of Change Management, dated 13 June 2014.

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The Provost thanked the Bursar/Director of Strategic Innovation and advised the Board that the revised organisational structure is to be reflected in the College Calendar for 2014/15.

### BD/13-14/303 Trinity Visitor Experience Plan

*The Librarian and College Archivist attended for this item.*

The Provost welcomed the Librarian and College Archivist, Ms Helen Shenton to her first meeting of the Board and invited the Bursar/Director of Strategic Innovation to speak to the item.

The Bursar invited Board's attention to a document from the Bursar/Director of Strategic Innovation, Librarian and College Archivist and Director of Commercialisation providing an update on the Trinity Visitor Experience plan which had been presented to the College Community and outlining the response to the plan that had been received to date. He advised that there had been a high level of College wide consultation to date including stakeholder meetings, presentations to principal committees including the Library and Information Policy Committee and the Finance Committee and a presentation to the Fellows. In particular he advised the board of a recent online questionnaire which had been circulated to all students and staff in College.

The Bursar/Director of Strategic Innovation advised the board that normal College governance will be established for all of the sub-projects involved in the Trinity Visitor Experience and that detailed planning and costing for the full project is currently underway.

The Librarian and College Archivist advised the Board of the national and international significance of housing the Book of Kells and other treasures noting that, as College is holding this artefact in trust, there was an associated duty of care which required, amongst other things, suitable conditions to ensure adequate stewardship and showcasing.

She highlighted to the Board of the importance of being aware of the various audiences that have access to College artifacts and records. She also advised members of the Board that, having reviewed the facilities at the Ussher and Berkeley Libraries, she was impressed with the facilities available and had also noted significant potential for further developments. In particular, she advised the Board that the Trinity Visitor Experience could not only enhance the College's reputation but could result in an increase in philanthropic activity.

During the course of a discussion the following comments were noted:

- The potential benefit of this project could be very significant for the College.
- The importance of engaging with the Trinity Foundation.
- Input from the Library is encouraged.
- Consideration should be given to engaging students as 'Welcome Ambassadors' as part of the experience.
- Further commercial opportunities and an enhancement of the experience when visiting the Book of Kells should be explored.

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In response to a comment from a Board member, the Bursar/Director of Strategic Innovation advised that a project was underway to explore a means of ensuring a shared service storage facility with other organisations for artefacts and historical documents and securing funding for this.

The Board noted the document and approved the overall integrated approach to the Trinity Visitor Experience and granted approval to begin planning large projects associated with the Trinity Visitor Experience.

The Provost thanked all those who had contributed to the consultation event which had been held in the Printing House on 21 May 2014.

*The Librarian and College Archivist left the meeting.*

#### **BD/13-14/304 Trinity Business and Innovation Hub Project**

**(i) Document from the Bursar/Director of Strategic Innovation;**

The Bursar/Director of Strategic Innovation invited the Board's attention to a document, dated 17 June 2014 and provided the Board with an update on the progress of the Trinity Business and Innovation Hub project. He advised the Board that further design work with the architects was required to try to meet the requirements of the revised brief.

He informed the Board that it is proposed to provide space in the Trinity Biomedical Sciences Institute to allow for the initial growth of the Business School. To minimise disruption during the academic year, he also advised Board of the proposal to decant the Luce Hall and to partially decant the 183-189 Pearse Street buildings.

In addition to this, the Bursar/Director of Strategic Investment also noted to the Board members a proposal to invest in the move of HV electricity substation which services the Luce Hall and nearby buildings.

Noting the concern of a Board member in relation to the potential for scope and budget creep, the Bursar/Director of Strategic Innovation advised that governance structures will be monitored closely.

The Board noted the document from the Bursar/Director of Strategic Innovation. The Board approved the required spend for the period June-September 2014.

**(ii) Memorandum from the Secretary to the College, dated 4 June 2014.**

The Bursar/Director of Strategic Innovation advised the Board that in order to manage VAT exposure it is proposed to commission the existing College company, Ghala Ltd, to conduct the construction phase of the Trinity Business and Innovation Hub Project on behalf of the College, noting that this was in keeping with the process followed for the construction of the Ussher Library. However, he advised the Board that it is proposed to amend the directorship of Ghala Ltd as outlined in a memo from the Secretary to the College, dated 4 June 2014.

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The Board noted and approved the memorandum from the Secretary to the College, dated 4 June 2014, in relation to the proposed amendment to the directorships of Ghala Ltd.

#### **BD/13-14/305 Internal Audit Resources**

The Provost invited the Board's attention to a memorandum from the Chair of the Audit Committee, dated 18 June 2014. Noting that the memorandum contained requests for new posts, the Provost proposed that the Planning Group should consider the proposals contained within the memorandum.

In response to comments from a Board member noting the need for approval of a Deputy Internal Auditor post, the Vice-Provost/Chief Academic Officer clarified that no allocation had been provided to meet this resourcing request and that a new post had not been planned for. As such Planning Group would need to review all of the possibilities available to address this issue.

Following comments from a Board member emphasising the need to act quickly and noting the importance of good governance, the Chief Operating Officer suggested that it might be possible to meet the resourcing needs through redeployment.

The Board noted and approved the memorandum from the Chair of the Audit Committee, dated 18 June 2014. Approval in principle was granted to the position of Deputy Internal Auditor, subject to an adequate funding mechanism being identified.

#### **BD/13-14/306 Review of UK Legal Deposit in TCD**

*Librarian and College Archivist attended for this item.*

Expressing his thanks to the members of the review group who had assisted in drafting the report, the Secretary to the College invited the Board's attention to a memorandum, dated 15 May 2014, and a report entitled 'Review of UK Legal Deposit in TCD', which outlined the value of the UK Legal Deposit status to College in academic, national and financial terms. He advised the Board that the report had also been considered by the Library and Information Policy Committee and by the Executive Officers' Group.

In response to a query from a Board member, the Secretary to the College clarified the annual maintenance and running costs of a legal collection, but noted that the value of the material received each year greatly outweighed the costs. The Secretary advised the Board that it was the overall recommendation of the report that Trinity should remain a member of the UK legal deposit system, but should explore enhanced sources of funding to support this.

The Librarian and College Archivist reminded the Board of the national and international significance of being a part of the legal deposit system and of the value of having such a resource within College. It was noted that any request for improved Government funding for the costs of the legal deposit would be in the context of Trinity maintaining its participation in that system.

The Board noted and approved the memorandum from the Secretary to the College, dated 15 May 2014, together with the report, 'Review of UK Legal Deposit in TCD'.

*The Librarian and College Archivist left the meeting.*

**BD/13-14/307 Quality - Review of Accommodation and Catering**

This item was deferred to the meeting of 17 September 2014.

**BD/13-14/308 University Council**

The Senior Lecturer provided a brief update to Board on a feasibility study for A-Level admissions which, as a test case, will be limited to Northern Ireland entrants to College in September 2015 and noted his thanks to Pro-Chancellor the Hon. Justice Mr Donnell Deeny Kt.

The Board confirmed the draft Acta of the meeting of the University Council of 11 June 2014.

**BD/13-14/309 Trinity College Dublin Annual Report 2012-2013**

The Board noted and approved the Trinity College Dublin Annual Report 2012/2013.

**BD/13-14/310 Any Other Urgent Business**

**(i) Revision of Proposal on Student Charges**

The Vice-Provost/Chief Academic Officer invited the Board's attention to a tabled memorandum dated 25 June 2014 and provided an overview of the recent proposal to increase student charges which had been considered by the Finance Committee on 12 June 2014.

The Board approved that for 2014/15 the charge for Commencement ceremonies should increase from €114 to €135, with part of the additional income being used to contribute to the cost of refurbishing the organ. The Board also approved that for 2014/15 the application fee for postgraduate courses should increase from €35 to €50.

In September 2014 a consultation will be held with the incoming student representatives on the outstanding proposals on charges for introduction in 2014/15.

The Board noted the memorandum from the Vice-Provost/Chief Academic Officer dated 25 June 2014.

**(ii) Outgoing Board Members**

The Provost informed the Board that Professor Ohlmeyer, who was now completing her term as Vice-President for Global Relations, will be taking up the role of Special Advisor to the Provost on India and Sri Lanka.

The Vice-President for Global Relations thanked the Board for their contribution to the Global Relations Strategy over the past three years, noting that the College has made great progress in expanding Trinity's international

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profile whilst remaining focussed on our students and core mission. She also noted that embedding internationalisation into the fabric of the College will be an important element of the next Strategic Plan. In particular, she advised the Board of the significant opportunities that are present in India and Sri Lanka and noted that College is well placed to meet the global challenges ahead.

The Provost also thanked the out-going Senior Lecturer, Professor Geoghegan, who he then invited to address the Board. The Senior Lecturer thanked the Board for their support over the past three years and provided a summary of some of the key achievements in that time including a review of Scholarship, the Admissions Feasibility Study and a Council approved Policy on the Return of Coursework.

The Provost concluded the meeting by thanking all of the outgoing members of the Board for their contributions to date.

## Section B

### BD/13-14/311 Board Business

#### (i) Callover

The Board noted the Board Callover from the meeting of 28 May 2014.

#### (ii) Outcomes

The Board noted the Board Outcomes from the meetings of Meetings of 28 May and Joint Meeting of Board and Council of 18 June 2014.

### BD/13-14/312 Audit Committee

#### (i) Draft minutes of 24 April 2014

The Board noted, and where a decision was required, approved the draft minutes of the meeting of 24 April 2014.

#### (ii) Draft minutes of the meeting of 19 May 2014

The Board noted, and where a decision was required, approved the draft minutes of the meeting of 19 May 2014. It was noted that the Vice-Provost/Chief Academic Officer, the Chief Operating Officer and the Treasurer/Chief Financial Officer would be invited to a forthcoming meeting of the Audit Committee.

It was agreed that the Secretary to the College would progress the self-evaluation of Board process.

### BD/13-14/313 Coiste na Gaeilge

The Board noted and where a decision was required, approved the draft minutes of the meeting of 29 May 2014.

### BD/13-14/314 College Safety Committee

#### (i) Draft Minutes of meeting of 9 May 2014

The Board noted, and where a decision was required, approved the draft Minutes of the meeting of 9 May 2014.

- (ii) **College Policy on Furniture and Equipment on Fire Escape Routes** (Minute SA/13-14/24 refers).

The Board noted and approved this policy.

**BD/13-14/315 Equality Committee**

- (i) **Draft Minutes of meeting of 29 May 2014**  
The Board noted, and where a decision was required, approved the draft Minutes of the meeting of 9 May 2014.
- (ii) **Policy: Gender Identity and Gender Expression** (Minute Eq/13-14/38 refers);  
The Board noted and approved this policy.
- (iii) **Equality Monitoring Annual Report 2013-2014**  
This report is to be considered as a Section A item at a future meeting of the Board.

**BD/13-14/316 Finance Committee**

- (i) **Draft Minutes of the Meeting of 15 May 2014**  
The Board noted, and where a decision was required, approved the draft minutes of the meeting of 15 May 2014.
- (ii) **Draft Minutes of the Meeting of 12 June 2014**  
The Board noted and where a decision was required, approved the draft minutes of the meeting of 12 June 2014.
- (iii) **Student Charges: Memorandum from the Vice-Provost/Chief Academic Officer to the Finance Committee, dated 11 June 2014 (FN/13 - 14/100 of 12 June 2014 refers)**  
This item was discussed under Any Other Urgent Business and the outcome is recorded above.

**BD/13-14/317 Human Resources Committee** (see Actum CL/13-14/202 of 11 June 2014)

The Board noted, and where a decision was required, approved the draft minutes of the meeting of 24 April 2014.

**BD/13-14/318 Library and Information Policy Committee**

The Board noted, and where a decision was required, approved the draft minutes of the meeting of 19 May 2014.

**Section C**

**BD/13-14/319 Administrative Arrangements in the Summer Session 2014**

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, 30 June to 22 August 2014 and a report will be made to Board at its first meeting on 17 September 2014.

**BD/13-14/320 Board Elections 2014**

The Board noted that the following had been elected, to serve from 25 August 2014 to 24 August 2018:

- (i) **Fellows and Fellow Professors Constituency**  
Professor Peter Coxon;  
Professor Sylvia Draper;  
Professor Brian Lucey;  
Professor Diarmuid R Phelan
- (ii) **Academic Staff (Non-Fellow) Constituency**  
Professor Catherine McCabe;  
Professor Aidan Seery.
- (iii) **Technical, Administrative and Support Staff Constituency**  
Ms Sheila Dunphy (second term).

**BD/13-14/321 Conducting Board Business Electronically**

The Board noted and approved a memorandum from the Secretary to the College, circulated, dated 11 June 2014.

**BD/13-14/322 Almanack 2014-2015**

The Board noted and approved a memorandum from Secretary to the College, circulated, dated 11 June 2014.

**BD/13-14/323 Higher Degrees**

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 11 June 2014.

**BD/13-14/324 Proctors' Lists for Summer Commencements**

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 17 June 2014

**BD/13-14/325 Tutorship**

The Board noted and approved a memorandum from the Senior Tutor, circulated, dated 10 June 2014.

**BD/13-14/326 Annual Office 2014-2015 - Commencement Date (see Board Minute BD/13-14/270 of 28 May 2014)**

The Board noted and approved a memorandum from the Provost, circulated, dated 19 June 2014.

**BD/13-14/327 Related Entity Financial Reporting**

The Board noted a memorandum from the Treasurer/Chief Financial Officer, circulated, dated 18 June 2014, together with:

- (i) **HEAnet**  
Directors' Report and Financial Statements, year ended 31 December 2012;

Incorporating any amendments approved at subsequent Board meetings



- (ii) **Trinity College Dublin Academy of Dramatic Art Limited (The Lir)**  
Directors' Report and Financial Statements, year ended 30 September 2013.

**BD/13-14/328 Research Policies (see Actum CL/13-14/193 of 11 June 2014)**

The Board noted and approved the following Research Policies:

- (i) Revised College Policy on Good Research Practice;
- (ii) Policy on Trinity Research Centres;
- (iii) Policy on Access to Trinity College Staff and Students for Research Purposes by External Organisations;

**BD/13-14/329 Calendar - Prizes and Other Awards - David Parris Prize for Arabic**

The Board noted and approved the following *Calendar* entry:

The prize was founded in 2013 by Mr David Parris, FTCD. The prize is to be awarded to the Junior Sophister student who achieves the best overall mark in the Intermediate Arabic module in the Department of Near and Middle Eastern Studies provided sufficient merit is shown. Value: € 100.

**BD/13-14/330 Visual and Performing Arts Fund 2013/14**

The Board noted and approved a memorandum from the Provost, circulated, dated 17 June 2014.

**BD/13-14/331 Scholarship Examination (see Actum CL/13-14/200 of 11 June 2014)**

The Board noted and approved a memorandum from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 16 June 2014.

**BD/13-14/332 School Administrators Review**

In response to a request from a Board member that the item be included for discussion, the Provost stated that any outstanding issues arising from the review would be addressed by the Human Resources Committee. The Chair of the Human Resources Committee confirmed that work was underway to implement the recommendations of the review and that the HR Committee was in the process of addressing any of the outstanding issues with a view to there being a round of promotions for the Administrative and Library staff at the start of the new academic year.

The Board noted and approved the Memo from the Director of Human Resources dated 17 June 2014.

**BD/13-14/333 Estates Policy Committee - External Members**

The Board noted and approved the nomination of the following as external members of the Estates Policy Committee for three years:

Mr Andrew Grainger, UCL  
Ms Shelly McNamara, Grafton Architects

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

**BD/13-14/334 Headship of Schools (2014-2017)**

The Board noted and approved the following nominations to headship of Schools for three years, except where noted below, item (iii):

- (i) School of Law: Professor Oran Doyle, Associate Professor in Law;
- (ii) School of Linguistic, Speech and Communication Sciences: Professor Martine M Smith, Associate Professor in Speech and Language Pathology;
- (iii) School of Psychology (2014-2015): Professor Ian H Robertson, Professor of Psychology (1968);
- (iv) School of Social Work and Social Policy: Professor T Eoin O’Sullivan, Associate Professor in Social Policy.

**BD/13-14/335 Composition of Selection Committees**

The Board noted and approved a memorandum from the Director of Human Resources, circulated, dated 20 June 2014.

**Section D**

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

Signed: .....

Date: .....