

### Incorporating any amendments approved at subsequent Board meetings

## Minutes of Board Meeting of 20 September 2017

Present Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor C Morash), Senior

Lecturer/Dean of Undergraduate Studies (Professor G S Martin), Registrar (Professor P Murphy), Bursar/Director of Strategic Innovation (Professor V Campbell), Professor D Ahern, Professor S Alyn Stacey, Mr S Collins, Professor S M Draper, Ms S Dunphy, Ms S Farrell,

Professor R Gilligan, Mr Kevin Keane, Mr J Keogh, Professor C Laudet, Professor B M Lucey, Ms

Alice MacPherson, Professor C McCabe, Mr D McClean, Professor R Moss, Professor E

O'Halpin, Professor D R Phelan, Professor A Seery, Professor R Timoney.

Apologies Dr O Braiden, Dr D Fayne, Mr T Keohane, Vice-President for Global Relations (Professor J

Hussey).

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

(ex officio) Secretary to the College (Mr J Coman), Treasurer/Chief Financial Officer (Mr I Mathews).

(by invitation) Chief Operating Officer (Ms G Ruane).

### **SECTION A**

BD/17-18/001 Statement of Interest

The Secretary to the College advised that no statements of potential conflict of interest had

been received.

BD/17-18/002 Statutory Declaration

New members of the Board made the statutory declaration as required under the 2010

Consolidated Statutes.

BD/17-18/003 Minutes - Meeting of 14 June 2017

The minutes of the Board meeting of 14 June 2017 were approved and signed subject to the

following amendment:

BD/16-17/294 Accommodation

(ii) Oisín House Development Project - Update & Stage Gate 4 Funding Approval Request

Amend the Action/Decision to read:

**'294.2** The Board considered and approved the memorandum from the Dean of Students dated 7 June 2017 and the Stage Gate 4 funding approval request <u>subject to the completion of the</u>

Economic Cost Benefit Analysis and the approval of the Finance Committee, as proposed.'

BD/17-18/004 Matters Arising from the Minutes

There were no matters arising.

BD/17-18/005 Provost's Report

The Vice-Provost/Chief Academic Officer chaired the meeting for this item.

The Provost introduced his workplan for 2018-19 with reference to the mission, vision and values contained in the Strategic Plan 2014-2019 noting that his workplan is designed to

facilitate the achievement of the objectives and goals of this plan.

The Provost then provided the Board with an overview of his proposed work programme for 2018/19 under the following headings:

## • Governance and Management Structures

The Provost advised the Board that he will continue to chair meetings of the Board, the University Council, the Executive Officers' Group, Chief Officers' Group and Finance Committee, amongst other committees for the current academic year.

## Trinity Fundraising Campaign

It was noted that the fundraising campaign for Trinity is becoming of increasing importance. The Provost advised the Board that efforts will continue to progress the campaign with a public launch proposed for the end of 2018. To organise the Campaign there will be regular meetings of the following groups:

- The Campaign Cabinet;
- The Campaign Steering Committee;
- Forum of Academic Champions;
- The Provost's Council.

He informed the Board that efforts to increase the number of potential donors will continue and that this would be done on a project-funding basis where appropriate. He noted that a significant amount of his time will need to be assigned to travel to realise this aim.

#### E3

It was noted that the proposal to establish Phase 1 of the E3 project, the Learning Foundry, is progressing with a portion of the required funding now secured. The master-planning advisers for Phase 2, the E3 Research Institute at the Trinity Technology Enterprise Centre, have been selected and the Provost, working with the Chief Innovation and Enterprise Officer, will continue to advance this programme of work.

## Additional Campaign Capital Projects

The Provost provided a brief update of other capital projects that are being progressed under the Campaign as follows:

## (i) Trinity Business School

The Provost, noting that significant progress has been made in respect of the building of the new Business School, advised that there will be a focus on securing the final amount of funding required to complete this project in the coming year.

#### (ii) Cancer Institute at St James's Hospital

This proposal will continue to be progressed and it will form an addition to the relationships with St James's Hospital.

## (iii) The Law School Project

A well developed business case in respect of a new Law School is being prepared and this will be further advanced in the course of the coming year.

### Endowment for Professorships & Student Scholarships

The Provost advised the Board that it is envisaged that there will be a concentrated effort to increase the number of endowed Professorships in the university in the coming year. He also noted that there are plans to increase the number of student scholarships that are currently available.

## Strategies for Financial Sustainability

## (i) Commercialisation Strategy

With reference to the Commercialisation Strategy, it was noted that the Chief Operating Officer is liaising with the Commercial Revenue Unit to develop appropriate commercial activities. The Provost will continue working with the Treasurer/Chief Financial Officer to ensure that additional revenue raised is applied to support academic activity. Some examples of this include a refurbishment of the Arts Building café, which is currently underway, and the proposed establishment of additional scholarships.

## (ii) Global Relations Strategy

It was noted that the Global Relations Strategy is on track to achieve the targets which had been agreed. A mid-term review of the Global Relations Strategy had been conducted, the findings of which will assist in the preparation of a new strategy with new targets.

#### 21<sup>st</sup> Century Administration

Noting that the Chief Operating Officer is the sponsor of this project, the Provost advised that it is envisaged that this coming year will see the completion of many of the work-streams contained within this project including the Academic Registry Enhancement programme.

## • Estates Planning Strategy

The Provost noted that the Bursar/Director of Strategic Innovation is progressing this strategy and that a full report will be brought to the Board for consideration by June 2018. In particular, there is a focus on ensuring that there is an appropriate use of the existing space on campus.

## Trinity Education Project

It was noted that this project, which is a significant change project, will continue to be advanced in the coming year, under the sponsorship of the Vice-Provost/Chief Academic Officer. The implementation of Council decisions regarding the new academic year structure, to be in place for 2018/19, and on progression and module size is to continue. The Provost will continue as the Chair of the Steering Committee and will have oversight of and input in to the progress of this project.

## Campus Sustainability

It was noted that an application for International Sustainable Campus Network (ISCN) membership is to be progressed in the coming year. It was also noted that a Sustainability Policy would be brought to a future meeting of the Board for consideration. A Trinity Resident Sustainability Guide was tabled for the information of the Board.

# Trinity 425 Symposium: "Trinity Through the Centuries"

The Provost extended an invitation to all Board members to attend the upcoming Symposium to mark the 425<sup>th</sup> year of the university scheduled for 26 September 2017. The event will be opened by An Taoiseach and will mark Dr Varadkar's first event in Trinity since taking up office.

## University Autonomy

The Provost advised the Board that there are ongoing discussions at Government and sector level in respect of University autonomy. The Secretary to the College advised that the Technological Universities Bill is now at committee stage in the Oireachtas and that a proposal to amend the wording may be inserted in to it by which the Higher Education Authority (HEA) may be given the power to appoint an inspector to investigate issues of concern in the universities.

The Vice-Provost/Chief Academic Officer thanked the Provost and opened the item for discussion and comment.

Responding to comments from a Board member, it was noted that analysis of the CAO admissions data will be brought for consideration to a future meeting of Council. The Provost advised that there are many strategic proposals being progressed to support the Arts and Humanities disciplines and that a balance needs to be maintained to ensure that all disciplines are appropriately supported.

In response to comments from Board members, the Chief Operating Officer advised that the university had received a Guidance Note on the Use of Fixed Term Contracts as issued by the Department of Education and Skills. She informed the Board that she is liaising with Human Resources on this matter noting that there has been a significant period of change and restructuring in the university, including the 21<sup>st</sup> Century Administration Project, for which flexibility by staff is required. It was acknowledged that further discussion on this item could be held at a future meeting.

Other comments noted during the course of the discussion on this item included:

- Further consideration is required in respect of access to the campus and potential growth of tours and visitor numbers;
- The possibility of further extending the application criteria of new scholarships to refugees and immigrants could be considered;
- Concerns in respect of a reduction in autonomy arising from the possible appointment of inspectors was acknowledged;
- The importance of continuing to grow commercial revenue and philanthropic funding particularly due to the decreasing level of State funding to universities.

The Vice-Provost/Chief Academic Officer closed this item and returned the chair to the Provost at this point.

## BD/17-18/006 Trinity Business School Quarterly Report

Project Sponsor, Professor Gerard Lacey and Head of Capital Projects and Planning, Mr Greg Power attended.

The Provost welcomed the Project Sponsor and the Head of Capital Projects and Planning to the meeting and noted the apologies received from the Steering Group Chair, Mr Mervyn Greene and the Independent Monitor, Mr Leo Harmon.

Professor Lacey, with reference to his presentation and the report from the Independent Monitor, which had been circulated, advised the Board that the project is progressing well. He informed the Board that there had been some fluctuations in the budget for the project due mainly to alterations to the proposed façade being required and noted that the main focus of the project is on the quality of the finished facility rather than simply on cost minimisation. He further advised that there were some concerns for the timeline of the project in light of recent industrial action by crane drivers, but that this was outside the control of the project team.

Mr Power provided a summary of the project budget noting that some contingency remains to address potential issues and advised the Board that a portion of the deviation from the timeline had been recovered.

Responding to a query from the Provost, Professor Lacey advised that the top level of the building is envisaged to be in place by the end of December 2017.

The Provost thanked Mr Greene, Mr Harmon, Professor Lacey and Mr Power for their work and for providing the update to Board and Professor Lacey and Mr Power left the meeting at this point.

## **Action/Decision**

**006.1** The Board considered and approved the document from the Project Sponsor, Professor Gerard Lacey dated 12 September 2017.

**006.2** The Board considered and approved the memorandum from the TBS Independent Monitor, Mr Leo Harmon dated 12 September 2017.

## BD/17-18/007

## Mid-Term Report on the Implementation of the Strategic Plan 2014-2019

The Vice-Provost/Chief Academic Officer, with reference to his document dated 13 September 2017, which had been circulated, provided the Board with a summary of the progress that has been made in respect of the implementation of each of the nine goals contained within the Strategic Plan 2014-2019. He informed the Board that overall the report judges progress on the implementation of the Strategic Plan, 2014-2019 to be amber – stable. The Provost thanked the Vice-Provost Chief Academic Officer and opened the item for discussion.

The Vice-Provost/Chief Academic Officer, noting comments from a Board member, informed the Board that he is liaising with the Director of Human Resources and Heads of School in relation to the implementation of tenure- track for academic members of staff and that revised documentation is being prepared.

In response to a query from a Board Member, the Chief Operating Officer advised that the recent acquisition of student accommodation had been conducted with a commitment from the Global Relations Office regarding reaching maximum occupancy. She noted that the rates being charged to students was below the current market rate and that only a small percentage of rooms remained unassigned.

Responding to comments from a Board member in relation to the Trinity Education Project, the Vice-Provost/Chief Academic Officer advised the Board that the offer of additional resources had been extended to schools to assist in implementing the new academic year structure, new programme architecture and Council-approved decisions on progression.

The Chief Operating Officer, in response to comments from another Board member, advised that much progress had been made in improving the performance of the Academic Registry. She noted that further change requests would be required, particularly from an IT systems perspective, to facilitate the required changes to support the outcomes of the Trinity Education Project.

The Vice-Provost/Chief Academic Officer, responding to comments from Board members, informed the Board that part of his workplan for the coming academic year is to commence the preparation of the next strategic plan giving due consideration to likely future trends and issues. He also noted that consideration will be given to means of increasing support to staff to assist them in fulfilling the core education and research mission of the university.

With respect to queries in relation to the Sanders Report on promotions and the HEA review on Gender Equality, the Vice-Provost agreed to liaise directly with the Board member who raised the queries to provide clarification on some of the items raised.

The need to enhance philanthropic activity in respect of IT systems and the Library and the need to further progress Trinity as a university of global reach in Africa and elsewhere was acknowledged.

The Vice-Provost/Chief Academic Officer noted his thanks to the Manager of the Academic Services Division for her contribution to the report and the Provost brought the item to a close.

## **Action/Decision**

**007.1** The Board considered and approved the memorandum from the Vice-Provost/Chief Academic Officer dated 13 September 2017 and the Mid-Term Report on the Implementation of the Strategic Plan 2014-2019.

Professor O'Halpin left the meeting at this point.

## BD/17-18/008 Honorary Degrees

The Board received a report from the Registrar and approved her memorandum dated 20 September 2017, which was tabled.

The Registrar is to convey congratulations to the Chancellor and the Honorary Degree Committee in respect of the gender-balanced nature of the nominations.

### BD/17-18/009 Any Other Urgent Business

Following a request by a Board member, it was agreed that the Senior Lecturer and Vice-Provost/Chief Academic Officer are to liaise with the Students' Union and issue an all-staff communication regarding the student day of action on underfunding in the higher education sector, scheduled for 4 October 2017.

#### Action/Decision

**009.1** The Senior Lecturer and Vice-Provost/Chief Academic Officer are to liaise with the Students' Union and issue an all-staff communication regarding the student day of action on underfunding in the higher education sector, scheduled for 4 October 2017.

#### **SECTION A.2**

## BD/17-18/010 University Safety Policies

The University Safety Officer, Mr Tom Merriman, joined the meeting for this item.

The Provost welcomed Mr Merriman who provided the Board with a summary of the considerations given to the following three draft policies to date:

- (i) University Policy on After Hours Access 2017;
- (ii) University Policy on Lone Working, May 2017;
- (iii) University Fire Safety Policy, May 2017.

During the course of the discussion on this item, and in particular the University Policy on After Hours Access 2017 and the University Policy on Lone Working, May 2017, the following comments were noted:

- Further consideration is to be given to the fact that many staff and students conduct
  work afterhours and the spirit of a research-intensive university should be reflected in
  the policies;
- The application in practice of the policies was noted and, in particular, that the
  requirement for a Head of School to approve every risk assessment may be difficult to
  implement;
- Suggestions could also be brought forward from the Standing Committee of the Fellows for consideration;
- The need for the policies to facilitate academic freedom and the diverse nature of individual working patterns such as 24-hour access facilities;
- The need for the policies to clearly differentiate between lower risk and higher risk activities;

- Further clarification of the terminology and wording used in the policies is required;
- Alternative ways of identifying those working after hours e.g. an online sign-in facility
  or the use of building access controls could be explored;
- The importance of ensuring a safe environment for all individuals was recognised;
- Individual Board members could be invited to provide input in to the discussion at the Safety Committee when the revised policies are up for approval;
- Similar policies in peer universities should be reviewed;
- The comments above would be forwarded to the Safety Committee for consideration when redrafting the policies.

In response to the comments received from Board members, the College Safety Officer advised the Board of the university's legal obligation to provide safe working conditions for all staff members. In recent years there had been a tragic incident in which a student had died while working alone out of hours in a laboratory. He also noted the importance of conducting a risk assessment as the nature of work conducted on the campus varies significantly. The Secretary to the College reminded Board members that the Health and Safety Authority can prosecute for breaches in the legislation as appropriate and that it can the Heads of Area, as well as the host organisation, who are found accountable.

#### Action/Decision

**010.1** The minute of the Board discussion would be brought to the Safety Committee and a revised draft of the University Policy on After Hours Access 2017 and the University Policy on Lone Working, May 2017 with a focus on practical implementation is to be brought to a future meeting of the Board.

**010.2** The Vice-Provost/Chief Academic Officer would arrange for consultation with the Heads of School, Directors of Postgraduate Teaching and Learning and Principal Investigators on the draft policies as appropriate.

010.3 The legal basis underpinning the draft policies would be circulated to Board members.

**010.4** The Board approved the University Fire Safety Policy.

The Provost thanked Mr Merriman for the exemplary service he had provided to the university over the course of his employment, and on behalf of the Board, extended his best wishes to him on his upcoming retirement.

Mr Merriman left the meeting at this point.

### **SECTION B**

## BD/17-18/011 Board Business

(i) Callover

The Board noted the Board Callover from the meeting of 14 June 2017.

(ii) Outcomes

The Board noted the Board Outcomes from the meeting of 14 June 2017.

## BD/17-18/012 Audit Committee

The Secretary to the College advised the Board of the main items of relevance to Board members. The Board noted and approved the the draft minutes of meeting of 13 June 2017. In response to comments from a Board member, it was noted that the recommendations from the Internal Audit report on the incident in Trinity Foundation were being implemented with the financial management of the Foundation being assigned to the Financial Services Division.

## BD/17-18/013 Equality Committee

The Chair of the committee provided Board members with a summary of the main items of relevance to Board members. The Board noted and approved the draft minutes of the meeting of 1 June 2017.

### BD/17-18/014 Estates Policy Committee

The Board noted and approved the draft minutes of meeting of 23 June 2017.

## **Action Decision:**

**014.1** The management of public access to the campus would be considered by the Chief Operating Officer and would come to a future meeting of the Board.

## BD/17-18/015 Finance Committee

The Treasurer/Chief Financial Officer drew the Board's attention to those minutes of particular relevance to the Board. The Board noted and approved the draft minutes of the meeting of 27 June 2017. In response to a query from a Board member, it was noted that a summary of the reserve balances per school is provided to the Planning Group.

#### **SECTION C**

## BD/17-18/016 Administrative Procedures in the Summer Session

The Board noted the memorandum from the Secretary to the College, circulated, dated 28 August 2017.

## Action/Decision

**016.1** In response to queries from Board members in relation to a scholarship, which had been approved under vacation procedures, it was noted that further consideration is to be given to defined parameters such as gender being specified in future bequests by the Treasurer/Chief Financial Officer.

## BD/17-18/017 Membership of Principal and Compliance Committees of Board

The Board noted and approved the Memorandum from the Registrar, circulated, dated 6 September 2017.

### BD/17-18/018 Oisín House Development – Clarification

The Board noted the Memorandum from the Dean of Students, Project Sponsor, circulated, dated 13 September 2017 which confirmed that the main contract had been awarded as the Board-approved pre-conditions had been met.

## BD/17-18/019 Intermissions of Foundation and Non-Foundation Scholarship

The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 11 September 2017.

## BD/17-18/020 Interim Head of School of Medicine

The Board noted and approved the Memorandum from the Dean of Health Sciences, circulated, dated 11 September 2017.

### BD/17-18/021 Sealings

The Board noted the sealings, as circulated. In response to comments from a Board member, the Secretary agreed to review the amount of detail which can be provided to the Board in respect of each sealing noting the importance of protecting potentially commercially sensitive data.

This information is restricted due to commercial sensitivity.

## BD/17-18/022 Prizes and Other Awards - Gold Medal Recommendations 2017

The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies, circulated, dated 12 September 2017 (see Appendix 1 to this minute).

## **SECTION D**

Signed:	
Date:	

# Appendix 1 to Minute BD/17-18/022

# **Gold Medals 2017**

Course	Name
TSM, Philosophy and Jewish and Islamic	Agnew, Rosalin
Civilisation Human Health and Disease	Arafa, Donia (Sch)
Economic and Social Studies	Barry, Christopher
Natural Sciences: Environmental Science	Beatty, Leanne
Medicine	Beirne, Ellen
	Bennett, Daniel
Theoretical Physics	,
Pharmacy	Bennett-Lenane, Harriet
Natural Sciences: Chemistry	Berney, Mark <i>(Sch)</i> Bhardwaj, Peru
Engineering Natural Sciences: <i>Physics</i>	Blake, Iwan <i>(Sch)</i>
Management Science and Information	Boylan, Jamie
Systems Studies	Boylan, Janne
TSM, History and English Literature	Brady, Helen (Sch)
Economic and Social Studies	Brennan, Laura
TSM, English Literature and German	Brennan, Conor (Sch)
Engineering	Buckley, Tiernan
Engineering	Buggy, Rhys
Natural Sciences: Physics	Byrne, Emmet
Pharmacy	Comer, Matthew (Sch)
TSM, Economics and Mathematics	Connolly, Aron
Pharmacy	Conway, Anthony
Pharmacy	Corbet, Sean
Economic and Social Studies	Crowe, Louise
Mathematics	Curley, Megan
Mathematics	Daly, Mark
Sociology and Social Policy	Daly, Andrew
TSM, English Literature and Greek B	Daly, Alastair
TSM, Geography and Sociology	Donnelly, Niamh
History and Political Science	Doughty, Christopher (Sch)
Economic and Social Studies	Dowd, Andrew
Medicine	Duff, Eimear (Sch)
Medicine	Dunne, Esme (Sch)
English Studies	Dunsker, Leo (Sch)
History and Political Science	Earley, Áine
TSM, French and English Literature	Egan, Fionnuala
Management Science and Information Systems Studies	Ellis, Niamh
Engineering	Fagan, Cormac
Natural Sciences: Physics and Astrophysics	Feeney-Johansson, Anton
History	Ferrity, Benjamin Matthew

TSM, Philosophy and English Literature Fleming, Will

Music EducationFlynn, Michael PeterNatural Sciences: ZoologyForbes-Roe, MeganEngineeringGarg, AbhinavMedicineGilroy, Darina Ann

TSM, Philosophy and Russian Graef, Julian Rene (Sch)

**Economic and Social Studies** Green, James **Theoretical Physics** Halpin, Sarah Medicine Heaney, Áine Natural Sciences: Physics Herbert, Holly Law and Business Hogan, Benn (Sch) Engineering Jain, Shekhar TSM, Mathematics and Economics Kearns, Emmet Medicine Kennedy, Fionnuala

Law and Business Kiely, Gavin **Drama and Theatre Studies** Kinahan, Claudia TSM, History and Economics King, Philip TSM, Geography and Mathematics Leakey, Shannon **Economic and Social Studies** Leen, Conor Occupational Therapy Lombard, Kim Psychology Lundy, Emma **Medicinal Chemistry** Lynch, Dylan Natural Sciences: Microbiology Lyons, Kevin

Theoretical Physics Madigan, Maeve (Sch)

Philosophy Maguire, Ruairí William (Sch)

Mathematics Martin, Seán

Classics Martin, John Francis (Sch)

Natural Sciences: Chemistry McCarthy, William Computer Science and Language McCarthy, Ailish TSM, English Literature History McGovern, James Natural Sciences: Zoology McKeon, Caroline **English Studies** McKinley, Rivkah **Pharmacy** McLoughlin, Eavan Computer Science and Language McMahon, Aisling History and Political Science Molloy, Ciara (Sch) Medicinal Chemistry Moloney, Mark **Drama and Theatre Studies** Morgan, Briony **Pharmacy** Morley, Aaron Law and Business Mulligan, Niall (Sch) Natural Sciences: Physics Murphy, Conor Natural Sciences: Physics and Astrophysics Murphy, Pearse Computer Science and Language Murphy, Eoin Medicine Nath, Neelam Devi

Natural Sciences: Plant Sciences Neill, Andrew (Sch)

Natural Sciences: Chemistry Nelis, Daniel

TSM, German and Modern Irish Ní Dhomhnaill, Niamh (Sch) Mathematics Níc Dhonncha, Soinbhe **Dental Science** Nowak, Sylwia (Sch)

Natural Sciences: Physics O Suilleabhain, Domhnall

Medicine O'Byrne, Lisa

TSM, History and Economics O'Donovan, Seamus **Economic and Social Studies** O'Dwyer, Aisling Medicine O'Neill, Karen Management Science and Information O'Reilly, Aisling

**Systems Studies** 

**Deaf Studies** O'Reilly, Deirdre Natural Sciences: Zoology Orr, James (Sch) **Computer Science and Business** O'Sullivan, Alice **English Studies** Purtill-Clarke, Remie **Economic and Social Studies** Rebet, Ludivine **Economic and Social Studies** Reihill, Mark Natural Sciences: Chemistry Ring, Dónal (Sch) Medicine Ryan, Paul

Medicinal Chemistry Scanlon, Rory Natural Sciences: Physics and Astrophysics Shelley, Warren **Medicinal Chemistry** Smith, Simon (Sch) **Medicinal Chemistry** Suits, Timothy

Natural Sciences: Immunology Turley, Joanna Letitia

Mathematics Tyrrell, Brian

Von Behr, William (Sch) Classics

Management Science and Information

**Systems Studies** 

Warren, Shauna (Sch) **Pharmacy** TSM, Spanish and Modern Irish Weakliam, Peter (Sch) **Theoretical Physics** Weitbrecht, Jessica

**Mathematics** Wynne-Cattanach, Bethan Lily

Walsh, Ciara