



Incorporating any amendments approved at subsequent Board meetings

Minutes of Board Meeting 27 November 2019

<i>Present</i>	Provost (Dr P J Prendergast), Vice-Provost/Chief Academic Officer (Professor J Barkhoff), Registrar (Professor P Murphy), Senior Lecturer/Dean of Undergraduate Studies (Professor K Mitchell), Bursar/Director of Strategic Innovation (Professor V Campbell), Professor D Ahern, Professor S Alyn Stacey, Ms L Beston, Professor L Brennan, Professor A Burke, Ms J Donoghue, Ms S Farrell, Professor D Faas, Dr D Fayne, Mr D Grouse, Mr J Keogh, Ms A Leen, Ms N McCay, Professor K McTiernan, Professor R Moss, Professor B O'Connell, Professor E O'Halpin, Ms S Oye, Professor A Seery, Professor F Sheerin.
<i>Apologies</i>	Professor D R Phelan.
<i>In attendance</i>	Assistant Secretary to the College (Ms V Butler).
<i>(ex officio)</i>	Secretary to the College (Mr J Coman), Interim Treasurer/Chief Financial Officer (Mr P Reynolds).
<i>(by invitation)</i>	Chief Operating Officer (Ms G Ruane), Vice-President for Global Relations (Professor J Hussey).

SECTION A

- BD/19-20/067 Statement of Interest**
The Secretary to the College advised that he had not received any statements of potential conflict of interest.
- BD/19-20/068 Declaration by new member**
Professor Faas, on the invitation of the Provost, made the declaration for new Board members.
- BD/19-20/069 Minutes**
The draft minutes of the meeting of Board of 23 October 2019 were approved and signed subject to three amendments, which had been circulated, to minute BD/19-20/058 and the list of Gold Medal recipients where the incorrect discipline had originally been recorded or the "Sch", to indicate that the Gold Medal recipient was also a Scholar, was omitted.
- BD/19-20/070 Matters Arising**
There were no matters arising.
- BD/19-20/071 Provost's Report**
The Provost provided a report to the Board under the following headings:
- **Board Review Working Group**
The Provost advised that the first meeting of the Board Review Working Group had taken place where consideration had been given to the high level principles required to inform the work of the Board. Consideration will then be given to the competencies required and the proposed optimum membership. It was noted that two further meetings of the Group were scheduled to be held before the end of December.
 - **Inspiring Generations**
The Provost, noting that a considerable amount of his work was devoted to this philanthropic campaign, informed Board members that a meeting of the Campaign Cabinet had recently been held. He advised Board members that the campaign was on track to reach its target and if achieved, would mark the only successful campaign in Ireland of this scale.

- **E3**

The Provost advised that significant consideration and time had been given to reviewing the governance model of the E3 project and noted that the E3 Learning Foundry is due to open at the end of 2022.

The Bursar/Director of Strategic Innovation informed the Board that planning permission for the project had been received and that the required demolition works were on time and within budget.

- **European University Initiative Launch**

The Provost informed the Board that the launch of the European University Initiative had taken place in Brussels at the start of November 2019. As advised, earlier this year, Trinity agreed to form part of the CHARM-EU (Challenge-driven, Accessible, Research-based, Mobile European University) alliance, along with partners Eötvös Loránd University (Hungary), the University of Barcelona (Spain), the University of Montpellier (France) and Utrecht University (Netherlands) and that he had recently attended a meeting of the associated Rectors in Barcelona.

- **Other Engagements of the Provost**

The Provost advised that he had recently attended a meeting of the LERU Rectors and the European Institute of Innovation and Technology. In addition, he had also been elected President of Unitech.

In response to queries from Board members, the Provost advised that the development of a set of guiding principles for the Trinity Board by the Board Review Working group was on-going. He also advised that the future membership of the Irish Universities Association (IUA) would be considered by the IUA in the coming year.

BD/19-20/072 Strategic Plan 2020-2025 Community and Connection

The Chief Risk Officer, Ms Julia Carmichael joined the meeting for this item.

The Vice-Provost/Chief Academic Officer invited the Board's attention to his presentation, dated 27 November 2019, which had been circulated. He advised Board members that the Plan had been revised following input from the three incoming Faculty Deans and incoming Vice-Provost/Chief Academic Officer, financial underpinning led by the Interim Treasurer/Chief Financial Officer, the establishment of a Risk Register by the Chief Risk Officer and consultations with the Fellows and Heads of Schools. The Vice-Provost/Chief Academic Officer advised Board members that the vision of the plan remained unchanged and then gave an overview of the proposed amendments to the values, mission and goals. He also outlined the proposed amendments to the introduction section of the Plan. In addition, the Vice-Provost/Chief Academic Officer also summarised the high-level risks associated with the plan.

The Vice-Provost/Chief Academic Officer advised the Board that final approval of the Plan would be sought at the December meeting of the Board and that the Plan is to come in to effect on 1 January 2020. He also advised that it is envisaged that the formal launch of the Plan will take place in early 2020.

The Interim Treasurer/Chief Financial Officer invited the Board's attention to his presentation, dated 27 November 2019, which had been circulated. He summarised the five-year financial projections which underpin the Plan and he also gave an overview of the key assumptions underpinning the Plan. The Vice-Provost/Chief Academic Officer made the Risk Assessment presentation, which had been circulated.

Following comments from Board members, a series of minor amendments were noted as follows:

- On page 15 it is to read 'we will shape our organisation and focus...';
- A target in respect of reducing the carbon foot print is to be developed with Estates and Facilities, following suggestions that there could be more direction and commitment to targets in the plan for the University in respect of sustainability matters. It was also suggested that some text should be included to reflect the sustainable future envisaged for the University;
- Goal 6 should include a reference to increasing staff and student mobility;
- Consideration is to be given to replacing the word 'Responsive' with 'Responsible' on page 1;
- In the text surrounding Stand up for Research, a reference to include 'its people' should be

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included in the text.

The Secretary to the College also read out a short piece of text in respect of governance which is to be inserted towards the end of Section 3 of introductory narrative on page 4 of the Plan.

In response to comments from a Board member, the commitment of the Postgraduate Students' Union to working in partnership with the members of the University to deliver this Plan was noted.

In response to comments from Board members, the Interim Treasurer/Chief Financial Officer clarified that all known growth plans and targets, financial commitments and revised business cases had been incorporated in to the financial plan which underpins the commitments given in the Strategic Plan 2020-2025. The importance of setting realistic, yet ambitious, targets in the Plan was acknowledged.

The Provost thanked the Vice-Provost/Chief Academic Officer and the Board for their contributions to the Plan and it was noted that the final Plan, a full risk assessment and detailed Risk Register of the Strategic Plan are to be brought to a future meeting of the Board.

Action/Decision

068.01 The Board considered and approved the memorandum from the Vice-Provost/Chief Academic Officer dated 22 November 2019 and the revised College Strategic Plan 2020-2025 Community and Connection, subject to minor amendments.

068.02 The Board noted the memorandum from the Chief Risk Officer dated 20 November 2019.

Ms Carmichael and Professor O'Halpin left the meeting at this point.

BD/19-20/073 TTEC Predevelopment Project

The Chief Innovation and Enterprise Officer, Mr Diarmuid O'Brien; the Dean of Research, Professor Linda Doyle; and the Interim Project Director, Mr Jon Milward (Deloitte) joined the meeting for this item.

The Chief Innovation and Enterprise Officer introduced the item with reference to the presentation, which had been circulated, providing the Board with an overview of the vision for the project. He also summarised progress to date and outlined planned forthcoming activity to June 2020.

The Dean of Research outlined the potential for large-scale growth in research which could be derived from the development of the E3 Research Institute on the TTEC site.

The Interim Treasurer/Chief Financial Officer summarised the Pre-Development Business case and in particular the two financial requests before the Board for approval which would form part of a phased allocation of budget to the project. He also confirmed that the property acquisition approved by the Board at its meeting on 23 October 2019 had been completed as approved.

The Interim Project Manager advised the Board that the project was at a critical phase where each of the scenarios are to be scoped and tested. He also advised that a progress report and further updates would be provided to the Board at future meetings.

In response to comments from Board members, the importance of ensuring there is a broad multi-disciplinary approach incorporated in to the teaching and research opportunities arising from this large-scale project was acknowledged.

The potential for European funding opportunities for the project and the advantages that could be obtained from visiting and learning best practice in similar campuses across the world were also noted.

Action/Decision

069.01 The Board considered and approved the memorandum from the Chief Innovation and Enterprise Officer (Project Sponsor), Interim Treasurer/Chief Financial Officer, Dean of Research and Interim Project Director (Deloitte) dated 19 November 2019.

069.02 The Board approved the two funding requests as presented.

Mr O'Brien, Professor Doyle, Mr Milward left the meeting at this point.

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BD/19-20/074 Associate Vice-Provost for Equality, Diversity and Inclusion

The Associate Vice-Provost for Equality, Diversity and Inclusion, Professor Clodagh Brook, joined the meeting for this item.

The Associate Vice-Provost for Equality, Diversity and Inclusion invited the Board's attention to her presentation, dated 27 November 2019, which had been circulated. She provided Board members with an overview of the plan for driving Equality, Diversity and Inclusion (EDI) across the University which includes establishing the EDI Unit within the Academic Services Division, a review and strengthening of existing activities, infrastructure and policies and the development of an EDI Strategy and Action Plan, in addition to overseeing the delivery of the Gender Action Plan and Athena SWAN. Professor Brook also outlined plans for Athena SWAN across the university and proposed actions to strengthen and enhance the University's performance in this initiative which will assist in enhancing Trinity's application for a Silver award in April 2022.

Following comments from Board members, the Associate Vice-Provost for Equality, Diversity and Inclusion advised that Trinity needed to continue to show leadership on these issues and that any potential for discrimination or bias in the University would continue to be robustly addressed. Several Board members welcomed the creation of the new Annual Officership and Professor Brook advised that she has already received, and will be receiving a lot of support from the Provost, the Vice-Provost/Chief Academic Officer and the EDI Unit to assist her in the role. It was also noted that consideration could be given to collaborations with Human Resources and IT Services to enhance the capturing and reporting of data and possible ways to enhance student engagement and avail of external expertise were also acknowledged.

The Provost thanked Board members for their support and Professor Brook left the meeting at this point.

Action/Decision

070.01 The Board received the presentation from the Associate Vice-Provost for Equality, Diversity and Inclusion.

BD/19-20/075 E3 Revisited Business Case and Governance Structure

The Dean of Engineering, Mathematics and Science (Project Sponsor), Professor Sylvia Draper; the Head of School of Computer Science and Statistics, Professor Jeremy Jones; the Head of School of Engineering, Professor Henry Rice; the Head of School of Natural Sciences, Professor Patrick Wyse Jackson; the Project Appraisal Manager (FSD), Mr Paul Coote; and Programme Manager, Ms Edwina Hegarty joined the meeting for this item.

Professor Draper introduced this item with reference to the presentation dated 27 November 2019, which had been circulated, and noted the significance of this project for the future of the Faculty of Engineering, Mathematics and Science. She summarised the vision for the E3 project noting that it would result in the creation of a purpose-built, multi-disciplinary building for the three Schools involved. Professor Draper also provided an overview of the proposed new E3 governance structure noting that if approved the proposed individuals will be invited to join the various groups and to commence working through the associated work plans.

Professor Draper also summarised the performance to date in respect of achieving the originally proposed student number growth targets and noted some of the factors which prompted a revision of the Business Case.

Mr Coote, with reference to the same presentation, provided an overview of the process which had been followed to revise the E3 Business Case which takes account of re-forecasted student numbers. He advised Board members that the overall Business Case, while revised, remains strong and gave an overview of the ten-year Income and Expenditure forecasts for the project. An overview of any associated risks was also provided for Board members.

Professor Moss left the meeting at this point.

Responding to comments from a Board member in respect of the revised financial forecasts, the Interim Treasurer/Chief Financial Officer clarified that the revised figures had been incorporated in to

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the financial model which underpins the Strategic Plan 2020-2025. The three Heads of School also each welcomed the multi-disciplinary teaching opportunities that the project will present and advised Board members that student recruitment targets had been thoroughly reviewed and will continue to be closely monitored.

Professor Draper, in response to comments from a Board member, advised that the Business Case is designed to ensure the appropriate supports for staff members and students will be available.

Noting that regular reports on the project are to be received by the Board on a six-monthly basis, the Provost thanked everyone for their contribution to the project to date and closed the item.

Action/Decision

071.01 The Board considered and approved the Memorandum from the Dean of Engineering, Mathematics and Science (Project Sponsor) dated 22 November 2019.

071.02 The Board approved the revised Business Case and Governance Structure as presented.

Professor Draper, Professor Jones, Professor Rice, Professor Wyse Jackson, Mr Coote and Ms Hegarty left the meeting.

BD/19-20/076 Sustainable Procurement Policy

Procurement Manager, Mr Ben Hartnett and Sustainability Advisor, Ms Michele Hallahan joined the meeting for this item.

Mr Hartnett, with reference to the presentation prepared by himself and Ms Hallahan, dated 27 November 2019, which had been circulated, advised the Board that the draft policy serves to provide a basis for developing a focused approach to the sourcing of goods & services for the University. The introduction of this new policy is timely given the focus by the Government on green procurement. This has resulted in reference being made to procurement within the Climate Action Plan released earlier this year and on October 18th last, the release of Circular 20/2019: Promoting the use of Environmental and Social Considerations in Public Procurement. He also noted that 2019 has seen a significant change in the levels of public debate on climate change and what constitutes an appropriate response level. A key feature has been the role played by students and Mr Hartnett was pleased to advise the Board that there had been student representation on the Sustainable Procurement Working Group. He noted that Trinity has long held a leadership role in the area of sustainability and this policy, if implemented, will be noted across the education sector. To conclude he advised that it is reasonable to believe that key stakeholders including staff, students, donors, government, suppliers and the general public, will welcome this development and support its implementation.

In response to comments from a Board member, it was noted that consideration should be given to reducing the need for official travel by members of the university with perhaps an increase in the provision of conferencing facilities across the campus.

Action/Decision

072.01 The Board noted and approved the memorandum from the Procurement Manager on behalf of the Sustainable Procurement Working Group and approved the accompanying Sustainable Procurement Policy.

Professor McTiernan left the meeting at this point.

BD/19-20/077 Dartry Accommodation Project Update

The Project Sponsor, Professor Kevin O’Kelly and the Head of Capital Projects and Planning, Mr Greg Power attended for this item.

Professor O’Kelly invited the Board members’ attention to his presentation, dated 27 November 2019, which had been circulated. He provided Board members with an update on progress made to date in respect of this accommodation project and summarised the current proposed deliverables. This includes lower than market weekly licence fees with the provision of approximately 355 student beds. In addition, Professor O’Kelly summarised the associated costs and timeline for the project and summarised the associated risk register.

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The Provost closed the item thanking Professor O'Kelly and the team for the update and their contribution to this project to date.

Action/Decision

073.01 The Board received the update from the Project Sponsor and Dean of Students Professor O'Kelly and the Head of Capital Projects and Planning, Mr Greg Power.

Professor O'Kelly and Mr Power left the meeting at this point.

BD/19-20/078 University Council

The Board approved the draft Acta of the Council meeting of 13 November 2019.

BD/19-20/079 Any Other Urgent Business

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

(i) Representation on the Board of the Central Applications Office (CAO)

The Board approved the appointment of the Vice-Provost/Chief Academic Officer to the Board of the CAO.

SECTION B

All items of business in this section were deferred to the December meeting of the Board.

SECTION C

BD/19-20/080 Tutors Nominations

The Board noted and approved the Memorandum from the Senior Tutor dated 11 November 2019.

BD/19-20/081 Membership of Equality Committee

The Board noted and approved the Memorandum from the Chair of the Equality Committee dated 1 November 2019.

BD/19-20/082 Student Conduct and Capacity Committee

The Board noted and approved the Memorandum from the Registrar dated 19 November 2019.

BD/19-20/083 Associated Companies

The Board noted and approved the Memorandum from the Secretary to the College dated 19 November 2019.

BD/19-20/084 Gold Medal Nominations 2019

The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies dated 27 November 2019.

BD/19-20/085 Scholarship for Dual Degree Programmes

The Board noted and approved the Memorandum from the Senior Lecturer/Dean of Undergraduate Studies dated 20 November 2019.

BD/19-20/086 Beneficial Ownership

The Board noted and approved the Memorandum from the Secretary to the College dated 20 November 2019.

BD/19-20/087 Revised Lir Constitution

The Board noted and approved the Memorandum from the Secretary to the College dated 20 November 2019.

BD/19-20/088 Higher Degrees

The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 2 October 2019.

BD/19-20/089 Proctors' Lists for Winter Commencements

The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 20 November 2019.

BD/19-20/090 Sealings

The Board noted the sealings, as circulated, and attached as Appendix 1 to this Minute.

This information is restricted due to commercial sensitivity

BD/19-20/091 Related Entity Financial Reporting

The Board noted the Memorandum from the Interim Treasurer/Chief Financial Officer dated 20 November 2019.

SECTION D

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

Signed:

Date: