UCD University Secretariat Committee Secretary Handbook 2024/2025

Contents

Introduction

A committee secretary is responsible for the efficient administration, management and organisation of all committee work. This includes

- Event management for meetings (facilities, room bookings and catering if required)

- Supporting the Chair with documentation, agendas and logistics

- Liaising with members

- Follow up actions resulting from committee responsibilities

- Ensuring committee actions adhere to UCD policies and regulations and conform to the committee's own terms of reference.

Purpose of this handbook

This Handbook will:
1. Ensure a coherent approach to the documented record of procedures, processes and decisions is maintained across all governance committees.
2. Ensure Secretaries are aware of critical policies in UCD in relation to committee proceedings.
3. Assist with team training/development purposes in ongoing, continuous improvement of committee support (including re-allocation of work).
4. Facilitate support from other team members in the event of the absence of the committee secretary.

How to use this handbook

There are several stages in managing a meeting, and the process for each stage is outlined in this handbook. Also included are checklists of tasks which can be applied at each stage of the meeting cycle. The **Glossary of Terms** contains commonly used terms in meetings.

- **Parts 1 to 4** outline operational considerations:
  summer/advance preparations, pre meeting, on the day and post meeting actions and provides checklists for each part to assist with the operational management of each meeting phase.
- **Parts 5 to 7** provide policy, governance and other compliance related considerations:
  Standing Orders, policy library and policies relevant to all committee work, compliance matters.
- **Part 8** gives some guidance on inducting new members
- **Appendix 1** contains a suggested document management system and relevant templates.
- **Appendix 2** contains the suggested timelines for submission, agenda circulation and follow up for University committees unless specified differently in the Committee terms of reference
- **Appendix 3** contains a list of Communications Templates.
- **Appendix 4** contains a list of "how to" procedures, aimed at assisting with the operational management of committees.
- **Appendix 5** contains a list of Irish translations (committee names and phrases to introduce to Chair's notes) and guidance for use of bilingual headings on formal meeting documentation
- **Appendix 6** contains GDPR compliance guidance for committees.
- **Appendix 7** contains guidance on supporting student representatives.

Glossary of Terms

These terms are derived from existing definitions on University Secretariat website - https://www.ucd.ie/governance/ - and from Oxford English Dictionary, available from UCD Library. If sourced elsewhere, the source is provided below.

Agenda	A list of items to be discussed at a formal meeting or decided via electronic consultation.
Approved in principle	Approved by the Committee subject to further detail or minor amendments as discussed at the meeting where approval in principle is given
Chair/Chairperson	The position or role of the person chosen to preside over a committee.
Chair's Actions	The Chair may be authorised by the committee members, at the last meeting of the academic year, to take action over the summer (i.e. when the committee does not meet) on necessary Committee business. Chair's Actions will be an item on the next meeting's agenda, and each action is noted during summer. Where determined by the relevant Standing Orders, decisions taken between meetings may only be undertaken by an appointed subgroup of the committee.
Conflict of Interest	The term 'conflict of interest' refers to a conflict between the duties of a member of the UCD Community involved in UCD activities on the one hand and their personal interests on the other. The UCD Conflict of Interest Policy should be included in a Committee's meeting papers once per year, to ensure all members of the Committee are aware of the policy and its contents. The Chair should be prompted at this meeting to ask for any conflicts of interest or perceived conflicts of interest to be noted so that committee members are prompted to declare if they have any and to take appropriate measures to avoid or mitigate them, for example by absenting themselves when a relevant item is being discussed and/or decided. The generic agenda template provided in Appendix 1.2 of this handbook provides that the following be listed ahead of business items: "Declaration of potential conflicts of interest or perceived conflicts of interest". This serves as a prompt for committee members to flag a conflict. It does not require discussion at each meeting.
Co-opt	If allowed under its terms of reference and standing orders, a committee may decide to invite people to join the committee for a specific period of time to bring a specific and required expertise/professional viewpoint to the Committee's deliberations.
Decision en bloc	Decisions to be approved in a block and not discussed individually at the Meeting
Elections	The choice, by popular vote in accordance with relevant terms of reference or procedures, of a new member onto a committee
Ex officio:	Means "by virtue of [the person's] office" and that a person is present at a meeting or a member of a committee or board because they hold a particular office in the organisation. For example, the Registrar and the President are ex officio members of Academic Council.

Governance	Governance comprises the systems and procedures under which organisations are directed and controlled. A robust system of governance is vital in order to enable organisations to operate effectively and to discharge their responsibilities as regards transparency and accountability to those they serve. *[Source: Code of Governance of Irish Universities 2019]*
Minutes	A listing of the discussions and actions of the meeting recorded in notes. The meeting's minutes are noted by the committee secretary and approved by the committee members. Minutes are an official record of the meeting and therefore should be carefully saved following their approval.
Papers	Documents sponsored by a committee member and circulated to the committee in advance of the meeting.
Quorum	A fixed minimum number of members of an assembly or society that must be present at any of its meetings to make the proceedings of that meeting valid.
Standing Orders	The rules by which the proceedings of the board / council, and its subcommittees are operated.
Statute	A rule or regulation made by a guild, corporation, university, or other organization, esp. concerning the conduct of its members. UCD statutes are listed in the Document Library at http://www.ucd.ie/governance/
To Table	To present or submit formally an item for discussion or consideration at a meeting.
Terms of Reference	The purpose, scope and limitations of a committee's remit.

List of UCD Governance and Management Committees
Public Documentation on Committees is available at
https://www.ucd.ie/governance/governanceandmanagementcommittees/

Governing Authority (GA)	The Governing Authority (GA) was established under the Universities Act, 1997 and has, as a primary responsibility, to guide the strategic direction of the University, with particular emphasis on overseeing policy, monitoring the performance of senior management and working with the President to set UCD's strategic aims.
Finance, Remuneration and Asset Management Committee (FRAMC)	Established as a standing committee of Governing Authority, the Finance, Remuneration and Asset Management Committee (FRAMC) supervises the financial affairs of the University and advises the Governing Authority on any matter relating to the financial management of the University.
Audit and Risk Management Committee (ARMC)	Established as a standing committee of Governing Authority, the Audit and Risk Management Committee (ARMC) is responsible for advising the Governing Authority on the audit of the resources of the University, reviewing the annual financial statements of the University and advising the Governing Authority on risk management issues.
Bord Tacaíochta Gaeilge UCD (BTG)	The purpose of *Bord Tacaíocht Gaeilge UCD* is: (i) to support the University in the promotion, preservation and use of the Irish language and the preservation and promotion of the distinctive cultures of Ireland" in accordance with Part III, Ch. 1 (12) of the Universities Act (ii) to promote the use of the Irish language as a language of general communication and promote the cultivation of the Irish language and its associated literary and cultural traditions. Part II, Ch.2 (18).
Disciplinary Appeals Board	Where a decision has been made to dismiss an employee as provided for under Statute 28, paragraph 11.4, an appeal may be made to the Discipline Appeal Board.
Disputes Resolution Committee	Pursuant to Statute 27 the Governing Authority in accordance with the Universities Act, 1997: shall appoint a Disputes Resolution Committee whose terms of reference shall be to advise the Governing Authority on measures to resolve disputes arising in the University which fall within its remit.
Faculty Promotions Committee	The Committee implements the obligations of the Faculty Promotions Policy.
Research Ethics Committee	The key objective of the UCD Research Ethics Committee (REC) is to define the ethical standards required for the professional conduct of all research within UCD carried out by UCD researchers. The REC oversees, and advises on policy and guidelines regarding, the work carried out by the three sub-committees. The REC reports to the Governing Authority and provides a report for noting to the Academic Council.

| Academic Council (AC)	The Academic Council oversees the University's academic activity. This responsibility is defined by statute and includes directing the educational matters of the University such as curriculum, education provision, academic policy and regulatory oversight through approval of Academic Regulations, Student Code and new academic policies.
Academic Council Executive Committee (ACEC)	The Academic Council Executive Committee (ACEC) sets the agenda for Academic Council to ensure that meaningful and strategic discussion occurs at Academic Council. The ACEC may also carry out functions delegated to it by Academic Council.
Academic Council Committee on Examinations (ACCE)	The Academic Council Committee on Examinations (ACCE) supports the Academic Council in all assessment related matters. The ACCE authorises the award of University degrees and other awards, approves Internal Examiners and nominates External Examiners to the National University of Ireland (NUI), oversees assessment practices across the University and act as the University's examination board dealing with the award of Research Degrees.
Academic Council Quality Enhancement Committee (ACQEC)	The Academic Council Quality Enhancement Committee (ACQEC) fosters a culture of evaluation and reflection and provides oversight of the university's quality processes on behalf of Academic Council.
Academic Council Committee on Student Appeals and Complaints (ACCSAC)	The Academic Council Committee on Student Appeals and Complaints (ACCSAC) provides oversight of the management and operation of assessment appeals and student complaints.
Academic Council Committee on Student Conduct and Capacity (ACCSCC)	The Academic Council Committee on Student Conduct and Capacity (ACCSCC) provides oversight of the management and operational processes relating to student discipline, fitness to practise and continuation
Academic Council Committee on Honorary Degrees and Major Awards (ACCHDMA)	The Academic Council Committee on Honorary Degrees and Major Awards (ACCHDMA) authorises the award of honorary degrees and retains oversight of the award of major public awards on behalf of, and on the delegated authority of, Academic Council.
Academic Council Committee on Academic Centres (ACCAC)	The Academic Council Committee on Academic Centres (ACCAC) reviews proposals for establishment of new Academic Centres and recommends same to Academic Council for approval. The Committee is also responsible for monitoring the progress of centres to ensure their sustainability.
Academic Council Committee for Academic Scholarships and Prizes (ACCASP)	The Academic Council Committee for Academic Scholarships and Prizes (ACCASP) oversees all scholarships and prizes that are awarded or maintained on merit- based achievements.
University Programmes Board (UPB)	The University Programmes Board (UPB) reviews, approves and monitors the design, delivery, assessment and quality of the educational programmes within its remit and provides University level oversight for all programmes governed by Undergraduate and Graduate Taught Programme Boards, the Graduate Research Board, Joint Academic Programme Boards and Boards of Studies established by the University.

University Management Team (UMT)	The UMT develops a mission, vision and strategic plan for ratification by the Governing Authority, manages the resources of the University, including human, financial, capital and non-capital resources and enhances the performance and reputation of the University.
UMT Research, Innovation and Impact Group (UMT RIIG)	The Research, Innovation and Impact Group (UMT RIIG) provides high-level oversight and coordination of UCD's research, innovation and impact activities, systems and supports to build the international competitiveness of research and innovation and enhance the global stature of UCD's scholarship.
UMT Education Group (UMT EG)	The Education Group (UMT EG) provides high-level oversight and coordination of the development and implementation of the University's education strategy. It reports to UMT with progress updates and advises on oversight and review of existing education activity and proposals for new education activity within UCD.
UMT Student Experience Group (UMT SEG)	The Student Experience Group (UMT SEG) provides high-level oversight and coordination of those student supports which contribute to the holistic UCD student experience across academic, civic, cultural, mental, and physical performance and wellbeing. These include supports such as operational systems and services, pastoral care and extra-curricular activities.
UMT Global Engagement Group (UMT GEG)	The Global Engagement Group (UMT GEG) provides high-level oversight and coordination of the University's internationalisation efforts and advises UMT on matters relating to internationalisation at UCD.
UMT Capital Projects Group (UMT CPG)	The objectives of the Capital Projects Group (UMT CPG) are to seek approval from UMT to initiate and oversee the major capital projects of the University and prepare capital appraisal reports.
UMT Equality, Diversity and Inclusion Group (UMT EDI)	The Equality, Diversity and Inclusion Group (UMT EDIG) is responsible for leading equality of access and equality of opportunity in UCD, for leading on equality, diversity and inclusion related initiatives and for making recommendations to the University Management Team on all matters relating to Equality, Diversity and Inclusion.
UMT IT Strategy Group (UMT ITSG)	The IT Strategy Group (UMT ITSG) provides high-level oversight of the development of University IT Strategy in relation new IT services and service enhancements and make recommendations. It reports to UMT with progress updates and advises on prioritisation, budgetary requirements and effective resourcing to support, promote and enhance IT service delivery including updating infrastructure and business systems.
UMT Library Strategy Group (UMT LSG)	The Library Strategy Group (UMT LSG) provides high-level oversight of the planning for the development of UCD Library in relation to infrastructure, configuration and service. It reports to UMT with progress updates and advises on prioritisation, budgetary requirements and effective resourcing to support, promote and enhance Library service delivery.
UMT Service Group (UMT SG)	The Service Group (UMT SG) oversees the Programme for Operations and Services Transformation (POST) which works to create a better experience for UCD's academics, students and staff; better enable UCD's teaching, our research and our student and staff services; better deliver UCD's strategy and ambitions; and better enable UCD to be resilient to external demands and pressures.

UMT Finance Staffing & Operations Group (UMT FSOG)	The objectives of the Finance, Staff, and Operations Group (UMT FSOG) are: • To give high-level oversight and provide an extra layer of scrutiny, particularly in relation to the finances of the University. • To bring any issues of concern or major actions to UMT for discussion and decision. • CPAA (Central Pool of Academic Appointments) decisions are dealt with by this group.

Meeting Cycle

1.   Summer/Advance Preparatory Work

If you are designated as committee secretary, some preparatory work is required during the period from the end of the last meeting of the academic year to the start of the first meeting of the new academic year. This preparatory work can include confirmation of membership, scheduling of meetings and administrative housekeeping e.g. setting up folder structure for each meeting. The below process and checklist support this phase.

Figure 1: Cycle of Committee Planning
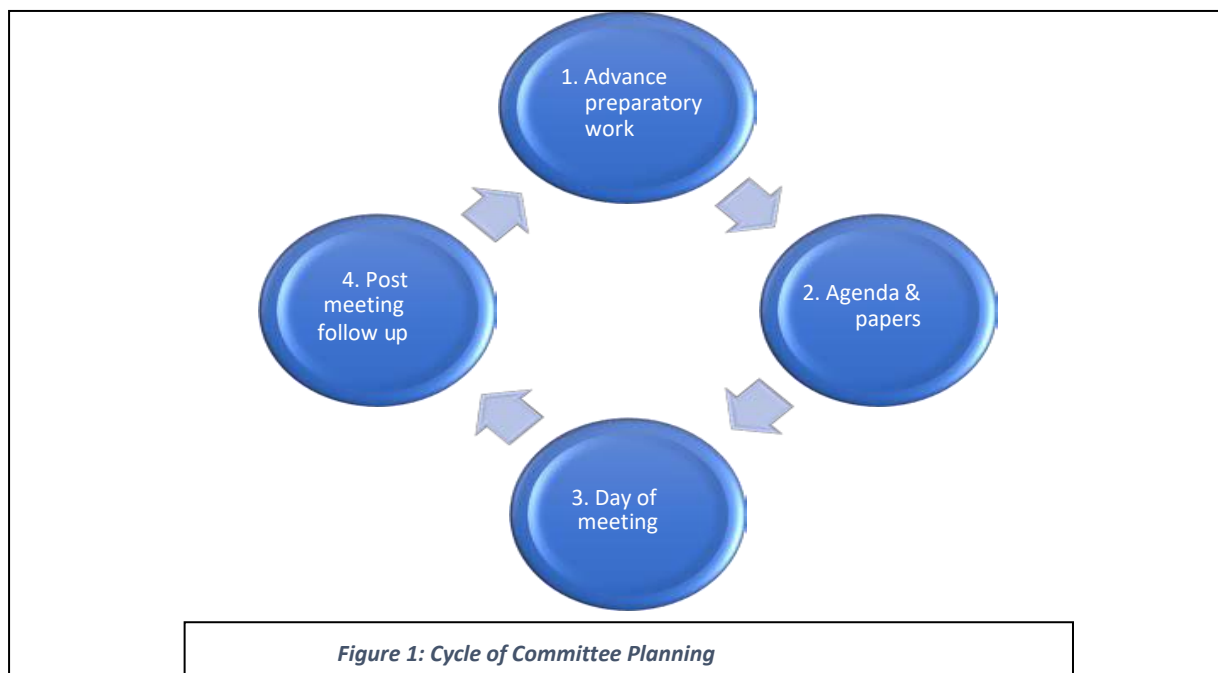
Process

- Agree schedule of meetings for new academic year with Chair. In the case of a Chair with multiple committees, check the UCD Committee Calendar to ensure schedules are workable. **Note that GA subcommittee, UMT committee or AC committee meetings should not coincide with the dates of Governing Authority meetings** (approx. 10 meetings per year, set by University Secretariat). This is to ensure that no time conflicts exist for any senior member of UCD faculty or staff. The UCD Committee Calendar is available at: https://www.ucd.ie/governance/committees/
- Book meeting rooms for the year. See **Appendix 4** for more details
- If meetings are online or hybrid create a zoom link and include it in the email to members when circulating the meeting papers. Send the Chair a calendar invite via zoom as soon as the link is created
- Update the Committee Calendar and the relevant webpage on the UCD Governance website
- Set up folder and document structure for each forthcoming meeting (see **Appendix 1** for suggested layout and description)
- Changes to membership are processed by the University Secretariat in consultation with the Committee Chair's during the summer months. Before the first meeting of the academic year check the updated membership documents to ensure that they align with Committee membership lists.

Remember administrators may need to be added or removed from certain Committee contact lists. Check that the specific Committee's website listing of membership and terms of reference at http://www.ucd.ie/governance/ are up to date.

- Begin setting agenda (**Section 2** of this document) for the first meeting of the new academic year. Remember to include Chair's Actions, sub-group decisions and / or electronic consultation (if relevant) on the agenda of the first meeting of the new academic year.

UCD Committee Calendar

The UCD Committee Calendar outlines the annual meeting dates of all Committees supported by University Secretariat. It is accessible via the UCD Governance website here.

Checklist 1: Summer / Advance Preparatory Work

Checklist 1: Summer Preparatory Work

Committee Name and no. of members:	
Committee Chair:	
Committee Secretary:	

To Do	Done	NOTES
If a report of the committee is due for its first meeting or over the summer by electronic consultation, ensure clarity on draft / author / sponsor roles at or after final meeting	☐	
Devise and confirm calendar of meetings in consultation with Chair. Please check UCD Committee Calendar to ensure no meeting clashes	☐	
In the instance of the same Chair for multiple meetings, ensure that meetings are not scheduled consecutively in the same week.	☐	
Ensure sub-committees dates are aligned with principal committee. Consult the UCD Committee Calendar	☐	
Review and note Terms of Reference with committee Chairs	☐	
If meetings are physical or hybrid, book rooms ensuring time at either side of meeting included in booking. For information on how to book rooms, see *Appendix 4*.	☐	
Ensure committee dates have been entered into Committee Calendar and that the website is updated.	☐	
Ensure membership lists are correct by making sure your committee's "Membership" listing has been updated with any changes since the last meeting of the previous academic year. Next, check that the Membership list corresponds with the members listed on the committee webpage	☐	
Email membership of committee by sending out schedule of dates to all members who have been confirmed (see Appendix 2)	☐	

Create folder structure for each meeting (see appendix 3 for layout)	☐	
At first meeting of each academic year: ● Add a record of any Chair's actions or subgroup decisions taken over the summer period to the agenda.	☐	
● Remind committee members of the schedule of meetings. For rollover year, confirm following year's meeting schedule at last meeting of previous year.		
● **Noting obligatory and relevant policies:** Note Standing Orders, Conflict of Interest Policy and GDPR principles for committees, ensure Chair brings due attention to these and explains actions to ensure adherence to these policies throughout the committee's coming year		
● Note and confirm / Agree through draft for discussion: Work programme of committee for year		
● Note any induction activities that have / are due to take place for new members of the committee		

2.   Creation, Approval and Circulation of Agenda and Papers

An agenda is a listing of items for discussion at a formal meeting. Each agenda comprises submissions from committee members or relevant University personnel (via email to the Committee Secretary) and is approved by the Chair, prior to circulation to Committee members.

- The agenda document is watermarked, or titled, as DRAFT until it is approved by the Chair. Agenda items are derived from:
  - matters arising on previous meeting's agenda
  - regular items or annual submissions under the remit of the committee - see all agendas from previous years for that committee
  - submissions from members or relevant University personnel
  - updates/submissions from Chair as directed
  - standing items always on the agenda (e.g. Minutes of previous meeting and Matters Arising)
  - redirects from other University committee meetings
- Submissions received from Committee Members/University personnel need to be acknowledged by email and each item is then immediately noted as an item on the draft agenda.
- Ensure "Declaration of potential conflicts of interest or perceived conflicts of interest" is on each agenda ahead of all business items – this is to enable all relevant members to step out for items should an actual or perceived conflict be present. For a full definition and policy on this, see the Glossary of Terms in this document.
- Save each item received into a 'Working documents' folder within the Committee folder structure and if it is indicated to you that a submission will follow, note this on the draft agenda as a "placeholder" item, indicating that a submission will follow.
- Once the submission date has passed:
  - Ensure all submissions have been saved in the meeting folder.
  - Compile the Agenda, numbering each item.
  - Save each separate agenda item with a succinct filename which refers to its item number on the agenda. *(See **Tip** below for suggestions of folder and file naming conventions).*
  - Merge the individual documents for each agenda item into one PDF document, along with the agenda.
  - Send this to the Chair for their review and confirm a suitable response time (normally 2-3 days). (Normally, the agenda and documents are circulated to committee members at least one week in advance of the meeting).
- When the Chair gives their approval for the documents to be circulated, a 'Chair's Agenda' should be created. This allows the opportunity to add background notes for the Chair, to assist them with chairing the meeting.
- Once approved by Chair, remove the word DRAFT from agenda and circulate the agenda and associated papers to members with any relevant meeting details such as Zoom links, meeting venue, etc.
- Ensure all invitees are informed and, if required, relevant catering or AV requirements are in place.
- Send a reminder to any committee member with assigned actions arising from previous meeting

TIP: How to Reference Folders and Documents for Agendas and meeting packs

You will need to establish an easy-to-use filing system to facilitate efficient document management. Devise a system and stick to it – here is a suggestion based on a meeting numbering system using the calendar year:

o   Create a folder for the Committee – e.g. ACEC

o   Within this folder, create sub-folders for each meeting. Use the calendar or academic year, the chronology of the meeting and the sequence of the agenda items to notate each meeting, agenda and paper.

o   For example, using the year 2023 – the first meeting would be numbered 23.01, the second would be 23.02 etc. Create a folder for each meeting, indicating the date of the meeting also, e.g.23.02_21 May

o   Each agenda item then gets numbered and saved in the relevant meeting folder. The filename refers to the meeting number and the agenda item number, e.g.:

o   The second item on the agenda is usually the minutes of previous meeting, therefore this item and paper is numbered as 23.01.02, where "02" signifies the second agenda item in the first meeting ("01") of the year.

o   If an item is not accompanied by a paper, no agenda item reference is required other than its numbering on the agenda itself

o   Appendix 1 provides a suggested document management system and standard templates.

o   Appendix 4 provides a suggestion of how to manage papers and how to circulate electronically. Google Drive can help to facilitate effective document version control and management.

o   It is useful to avail of a PDF software, such as NitroPro to create, edit, combine and manipulate PDF documents. This greatly facilitates the creation, management and circulation of meeting packs.

Checklist 2: Creation, Approval and Circulation of Agenda and Papers

Checklist 2: Creation, Approval and Circulation of Agenda and Papers

Committee Name and no. of members:	
Meeting Date:	
Meeting Time:	
Meeting Secretary:	
Committee Chair:	

To Do	Done	Notes
Ensure follow-up from previous meeting completed – *see Checklist 4*		
Contact relevant Committee members with reminder regarding action points from previous meeting - see *Checklist 4* also.	☐	
Acknowledge receipt of submissions by email and ensure submissions have correctly completed cover sheet – see *Appendix 1* for submission cover sheet	☐	
Create and review draft agenda and provide any further information to assist the Chair in reviewing the agenda item	☐	
Combine draft agenda with submission documents (suggest combining into one PDF document, see *Appendix 4* for 'How to' guides).	☐	
Agenda sent to Chair for review - request turn around. Meeting the Chair for a briefing might be preferred (normally 2-3 working days)	☐	
Once approval received from the Chair, make any necessary amendments to the papers – e.g. formatting and numbering. Merge all papers into single document for circulating to the Committee members.	☐	
Circulate to committee members no later than one week before meeting date; ask for apologies to be given ASAP	☐	
Ensure all non-committee members who are presenting items are invited and provided with Zoom links or requested to wait outside meeting room from a set time.		

Provide Chair with finalised papers including apologies received and notes under each item where appropriate in advance of the meeting.	☐	
Check and arrange AV (including any dial-ins) and catering as required	☐	
Ensure all items which require a Recommendation for Approval from Governing Authority, Academic Council Committee, and/or UMT are clearly indicated as such to ensure accuracy in the minutes. Committee terms of reference are located at on the webpage of each committee. All committee links are accessible from www.ucd.ie/governance/governanceandmanagementcommittees/	☐	

3.   On the Day of the Meeting

- The Committee Secretary supports the Chair to ensure the meeting progresses as per the agenda.

- The Secretary does not provide hard copies of meeting papers to members unless this has been agreed by the Chair of the respective committee to account for individual circumstances.

- The Secretary should bring a copy of all papers and agenda for themselves (either hard or soft, depending on choice)

- Members are expected to bring their own copy of documents (either in electronic or hard copy, depending on choice). All meeting papers that are downloaded or printed, or otherwise stored locally, need to be retained securely and destroyed after the meeting. The Secretary is responsible for maintaining the official record and providing access as appropriate.

- The Secretary should record meeting attendance and note any 'apologies' received.

- The Secretary ensures, as appropriate, that Zoom links have been circulated and/or the room is set up correctly and will have run through any AV requirements in advance.

- Relevant documents (e.g. Committee dates, Terms of Reference, Standing Orders, policies, previous minutes) will also be brought to the meeting by the Secretary. This may assist with answering queries from the Chair or committee members.

Checklist 3: On the Day of the Meeting

Committee Name and no. of members:

Quorum Required:

Meeting Date:

Meeting Time:

Meeting Secretary:

Committee Chair:

To Do	Done	Notes
Attend 30 minutes ahead of start time	☐	
Ensure room set up correctly	☐	
Bring to meeting: ● Laptop (if you wish to type minutes) or A4 pad with several pens ● Sign-in sheet with members listed alphabetically, including their titles ● Copy of Terms of Reference ● A hard copy of the previous meeting's minutes (if they are normally signed by the Chair) ● Note numbers required to meet quorum of committee ● List of members, total number of members and categories of members meant to be on the committee ● All apologies ● 2 copies of Chair's Agenda and one copy of Papers (this will include minutes of previous) ● Procedures of your committee ● Relevant policies, memos, regs or minutes relating to Agenda items if any ● Meeting Schedule of this committee ● Schedule of Parent committee if meeting is a sub-committee of UMT, AC or GA. **Note:** If there are invited presenters outside the meeting room, you will need to leave the meeting briefly to invite them into room when their agenda item arises	☐	

Checklist 3.1: Minuting the Meeting

- Keep minutes clear using short sentences. Where possible, use Plain English conventions and avoid over-complicated language. Avoid jargon. *(See NALA for tips on using Plain English: https://www.nala.ie/)*

- Ensure any action arising out of minutes CLEARLY noted as an Action, along with the owner of the Action. (This will need to be referenced on the next meeting's agenda)

- If you require clarity on the flavour of a debate, ask Chair for clarity on terms or follow up with presenter directly after meeting.

- Use acronyms sparingly and ensure you have explained the acronym's meaning at its first mention.

- Other than to record the attendance of members on the minutes, do not name individuals speaking – note the title of the person introducing each agenda item.

- Sum up debate concisely giving flavour of discussion.

- Note the title of any presenter of item and note when presenter (if not member of committee) joins and leaves meeting.

- Ensure that items which have been recommended for approval to Governing Authority, Academic Council and/or the University Management Team are passed on to univsec@ucd.ie, umt@ucd.ie or govauth@ucd.ie as appropriate.

Remember

All minutes and meeting documentation are potentially accessible (in part or full) via a Data Subject Access Request, Freedom of Information (FoI) request* or Access to Information on the Environment (AIE) request as relevant, so please write clearly and concisely.

*[source: UCD FOI Unit at **https://www.ucd.ie/foi/recordk/rk_guidelines.html#mins**]

3.   After the Meeting and Follow-Up

- Directly after the meeting, ensure that the approved minutes of the previous meeting are saved for future reference. Minutes are an important official record of meetings, and the minutes should be saved with the word 'Final' in the filename. Any 'Draft' watermarks should be removed from the final approved minutes.

- It is advisable to write up the minutes within 5 working days of the meeting to ensure full recall of agenda items.

- Minutes are then passed to the Chair for review. Following the incorporation of any relevant Chair's comments, the draft minutes are then listed as the second item on the agenda for the next meeting, usually following "Apologies".

- The draft minutes are usually circulated to committee members with the meeting documentation.

- A reminder email to committee members with *Actions* may be necessary. This can be done after the Chair has reviewed the minutes.

- You may also need to inform other relevant staff of any outcomes or actions from the meeting, in brief. Always refer colleagues to the 'sponsor' of the relevant item for detailed feedback.

- The agenda for the next meeting can then be created with agenda items resulting from action from previous alongside standing agenda items – see **Section 2** for an overview of creating agendas.

Checklist 4: meeting follow-up

Committee Name and no. of members:

Meeting Date:

Meeting Time:

Meeting Secretary:

Committee Chair:

To Do	Done	Timeline	Notes
Itemise all items requiring follow up here | Agenda Item no:	Action	Date completed | |---|---|---| | | | |	☐		
Contact relevant committee support if any item approved at meeting needs further review/approval from other committees e.g. AC,UMT;GA	☐		
Complete draft of minutes and summary report (as required) and submit to Chair for review			
Once reviewed by Chair, move draft minutes to the next meeting date folder for inclusion in papers to members			
Keep a record of attendance and apologies	☐		
Save approved minutes (i.e. from the previous meeting) into relevant meeting folder	☐		

4.   Standing Orders and Manuals

- The Governing Authority, Academic Council and University Management Team of UCD each fulfil different functions in governing and operating the University. As such, their committee structure will have different parameters for decision-making.

- **Governing Authority Manual and structure**, as well as other critical documents that outline decision-making of and on behalf of the UCD Governing Authority are updated and linked on the website below:
  - o   Manual of the Structure, Code of Practice & Procedures of the Governing Authority of UCD
  - o   UCD Governing Authority Standing Orders
  - o   Schedules of Reserved Decision Making and Delegated Authority
  - o   UCD Governing Authority Code of Conduct
  - o   Code of Practice for the Governance of State Bodies
  - o   https://www.ucd.ie/governance/governingauthority/

- **Academic Council Standing Orders:** Academic Council and its committees are subject to Academic Council Standing Orders. Terms of Reference and Standing Orders should align. AC Standing Orders are updated as needed and the current version, along with the Schedule of Reserved Decision-Making, will be on the following website page: https://www.ucd.ie/governance/academiccouncil/

- **University Management Team:** relevant processes are outlined on: https://www.ucd.ie/governance/universitymanagementteam/

5.   Policies and Committee Work

- Secretaries and Chairs should have a keen awareness of the policies of the University, which are available in **Document Library** online. The Document Library contains the official version of Statutes, Regulations, Policies and other key documents applicable to the governance of the University.   https://hub.ucd.ie/usis/W_HU_MENU.P_DISPLAY_MENU?p_menu=GD-DOCLIB

- Secretaries and Chairs should have particularly detailed knowledge of the policies most relevant to their committee; through ownership of the policy or playing a key role in a process / procedure arising from that policy.

- In addition to an overall awareness of Statute, policies and obligations, there are policies particularly relevant to how committees operate, and these should be considered by the Secretary (and the Secretary's unit) and Chair on a regular basis to ensure compliance. These include, but are not limited to:

Policy Title	Link on Document Library	Notes on relevance to Secretary's Work
Conflict of Interest Policy	https://hub.ucd.ie/usis/!W_HU_MENU.P_PUBLISH?p_tag=GD-DOCLAND&ID=85	Conflict of Interest policy to be noted at first meeting of each academic year "Conflict of interest" to be a standing agenda item to ensure members are reminded to declare any conflict.
Core Meeting Hours Policy	https://hub.ucd.ie/usis/!W_HU_MENU.P_PUBLISH?p_tag=GD-DOCLAND&ID=151	Note for scheduling of all meetings
Gender Balance On Committees Policy	https://hub.ucd.ie/usis/!W_HU_MENU.P_PUBLISH?p_tag=GD-DOCLAND&ID=152	The purpose of this policy is to articulate the University's commitment to achieving a minimum gender balance target on all committees across the University
Data Request Policy	https://hub.ucd.ie/usis/!W_HU_MENU.P_PUBLISH?p_tag=GD-DOCLAND&ID=163	Data requests may be made in relation to minutes or other committee documentation.

6.   Committee Work and Data Protection

The EU General Data Protection Regulation (GDPR) is relevant to your role as committee secretary and your unit is responsible for the committee processes and this should be accounted for in your unit's Record of Processing Activities (ROPA). Detailed guidance should be developed by Secretaries, in consultation with their unit's GDPR Champion, for handling personal information. This guidance should be proportionate to the risk attached to the nature and volume of personal data.

Your unit ROPA should detail how the committee you support receives, processes, and retains personal data. For example, the processing activities for following categories of personal data might need to be detailed for a committee:
- Membership and circulation lists
- Minutes and Summary notes
- Coversheets
- Contents of papers
- Correspondence, including emails
- Zoom recordings

If the committee you support processes sensitive or special category personal data, a higher level of data protection will be required. Under GDPR, the following are considered sensitive personal data:
- Personal data revealing racial or ethnic origin
- Political opinions
- Religious or philosophical beliefs
- Trade union membership
- Genetic data and biometric data processed for the purpose of uniquely identifying a natural person
- Data concerning health
- Data concerning a natural person's sex life or sexual orientation

In addition to 'special category' data there are other types of personal data that require extra protection. These include data on criminal convictions or the alleged commission of an offence, and financial data. A data subject has additional rights in relation to the processing of any such data, and consequently a data controller has additional responsibilities.

As a public sector organisation, UCD has obligations under the Freedom of Information (FoI) Acts, the Data Protection Acts, and the Access to Information on the Environment (AIE) Regulations. Further information and guidance on these obligations is available from Freedom of Information unit and the Office of the DPO in UCD Legal. See:
- https://www.ucd.ie/foi/index.html
- https://www.ucd.ie/gdpr/
- Data Request Policy: https://hub.ucd.ie/usis/!W_HU_MENU.P_PUBLISH?p_tag=GD-DOCLAND&ID=163
- UCD Records Management & Freedom of Information Policy: https://hub.ucd.ie/usis/!W_HU_MENU.P_PUBLISH?p_tag=GD-DOCLAND&ID=64

Freedom of Information (FoI)

(Source: Office of the Information Commissioner) The FOI Act provides, that from the effective date, every person has the following legal rights:

- the right to access official records held by Government Departments or other public bodies as defined by the act.
- the right to have personal information held on them corrected or updated where such information is incomplete, incorrect or misleading.
- the right to be given reasons for decisions taken by public bodies that affect them.
- Regulations provide that parents, guardians and next-of-kin may apply to exercise these rights in certain circumstances.
- UCD has obligations under Freedom of Information as a public sector organisation
- Requests under FoI and AIE must come through the Records Management and Freedom of Information Unit, which is the coordinating unit for these requests in UCD. Email: foi@ucd.ie

Access to Information on the Environment (AIE)

- The Access to Information on the Environment (AIE) Regulations 2007-2018 gives members of the public the right to access environmental information held by, or for, Public Authorities.
- Access to Information on the Environment is important to enable members of the public to know and understand what is happening in the environment around them. It also assists the public to participate in environmental decision making in an informed manner.
- The government ensures that members of the public have this access through implementation of the AIE Regulations in Ireland. Please see Office of The Commissioner for Environmental Information | OCEI for further information.
- Environmental information held by, or for, UCD should be provided to any person who requests it under the AIE Regulations. Particular procedures apply to this process and access to information may be refused in certain circumstances. There is also an appeals process in case a person is unhappy with a decision on their request.

All queries and requests for information under the AIE Regulations should be made to foi@ucd.ie

7.   New Members on Committees

New members on committees should be supported by the Secretary and Chair to understand their responsibilities and duties in advance of commencing their role (where possible), and provided with an induction to the committee's purpose, parameters and norms.

Operational, governance, and compliance related material should be provided in a timely manner to new members. Secretaries should create an induction package and provide an opportunity for new members to be given briefing or training on particularly important duties or complex material. This can be reviewed with the Chair on an annual basis.

Examples of induction packs for committees are available. Please contact univsec@ucd.ie for more details.

As required, training will be provided to Committee members as agreed by the respective Chair. For example, this may include training on the University Financial System, board member professional development or changes to regulatory obligations. Training needs may be identified in committee self-assessments.

Student Representation on Boards
(update in 2021 from UCD SECCA: Student Engagement, Conduct, Complaints and Appeals)

A recommendation of the recent Institutional Quality Review is:

UCD should review the partnership approach it aims to take in engaging with students, ensuring Students' Union representative structures are utilised, creativity and innovation in feedback is encouraged, and that training provided is adequate to enable students at all levels (from class representatives to sabbatical officers) to engage effectively. [4.41].

SECCA and the UCD Students' Union jointly led this review, with good practice guidelines for committee chairs and secretaries developed to support the induction of student representatives on boards and committees.

See Appendix 7 for this checklist, or visit the SECCA website https://www.ucd.ie/secca/studentengagement/ to see more details on this project.

APPENDIX 1: Suggested Document Management System and Templates

Suggested folder layout for document management

To help you organise your committee documents, a folder layout such as the following is suggested:

- Create a folder for the **Committee**, within which you will have sub-folders for each **meeting date**
- Within each meeting date folder, create a further structure to keep track of your documents, such as the one suggested below:

Folder Title	Description
Agenda Items	Draft agenda and final papers for inclusion in members' papers for circulation
Follow-up	Minutes for approval at following meeting (include in next meeting's papers) and Summary Report if required.
Not for Circulation	Items which were submitted but are not to be included for circulation to members (e.g. background information, withdrawn items)
Working Docs	First drafts of papers for inclusion, need to be checked for cover sheet inclusion and any further details required before becoming full agenda item and moving to Agenda folder

Generic Agenda Template

	TIP: Using a tabular format on the Agenda Document (see below) can assist with re-ordering/formatting the agendas

Committee name in English and as Gaeilge

date, time

Location

Agenda

1.	Apologies	
2.	Minutes of the meeting held on (insert previous meeting's date) approved	19.01.02
	Declaration of potential conflicts of interest or perceived conflicts of interest	
	Part 1 - Items for Communication to be dealt with en bloc *No Items*	
	Part 2 – Items for Decision to be dealt with en bloc *No Items*	
	Part 3 - Items for Discussion and Decision	
3.	Item	19.01.03
5.	Item	*No Document*
10	Other Business	
	Next Meeting **[Insert next meeting details]**	

Generic Minutes Template

<div align="center">

DRAFT MINUTES OF [Insert committee name as Gaeilge and in English and date]

</div>

Present: List all committee members who attended

In attendance: List all in attendance who are not committee members

1.   **Apologies** [list all apologies received in advance]

2.   **Minutes of meeting held on [insert previous meeting's date] and matters arising**
Explanation: *Note any update on items from the previous meeting's minutes which are not listed as agenda items on the current meeting's agenda.]*

             Declaration of potential conflicts of interest or perceived conflicts of interest
Explanation: *– at the first meeting of every academic year, the Chair asks for any conflicts of interest to be noted and the committee member absents themselves for that item; for future meetings of the academic year, this item will remain on the agenda but be taken as read unless a committee member flags a conflict.]*

<div align="center">

Part 1 – Items for Communication to be dealt with *en bloc*
Explanation: *List items or note if no items taken under this section*

Part 2 – Items for Decision to be dealt with *en bloc*
Explanation: *List items or note if no items taken under this section*

Part 3 – Items for Discussion and Decision

</div>

3.   **Item**
Explanation: *Brief description of discussion, note any non-committee member who is attending for specific items – secretary would arrange waiting area, leave meeting to escort them in and ensure they leave after their item is discussed*

             Action
Explanation: *note action required and responsibility for same*

4.   **Item** *as above*
             Action *as above*

5   **Any Other Business**
Explanation: *Note any item raised by a committee member which has not already featured on the agenda, noting discussion and action arising.* There should not be many AOB items at each meeting.

             The meeting concluded at [insert time]

Cover sheet for agenda item submission going to any university committee

[Insert committee date and reference number]
Submission form for agenda item for INSERT COMMITTEE NAME (Committee name as Gaeilge and in English)

To facilitate onward communication of this item please complete the following. Please note the information supplied below will be used to populate the Minute.

Meeting Date		
Initiative/policy title		
Sponsor	Committee member who normally will speak to the item	
Author	State the individual and unit preparing the submission. The author is responsible for ensuring that the sponsor approves the paper before being submitted to the Committee.	
Purpose	Please select one of the following as it will inform where on the agenda an item will be placed, final placement is at the discretion of the Chair.	
	☐	1) for communication/noting/information – No decision required
	☐	2) for Decision en bloc – No discussion required, only decision
	☐	3) for Discussion and Decision – Item will be discussed at meeting and a decision will be made
Synopsis	This will inform the Minute - please summarise the key recommendations and information points of this paper	
Briefly summarise the initiative/policy	Briefly indicate who has been consulted in the development of the paper and the outcome of any previous consideration of this item by [insert name/s of committee/s] or other management groups	
If there is a change to an existing initiative/policy etc. describe the changes:		
Who will be impacted by this initiative/policy etc. and timeframe		
Contact for further information (List all contacts who need to		

be informed of the outcome):		32
Resource implications	Please indicate if there are resource implications or not, if yes please provide the rationale for the resources.	
Communication	Select the level of confidentiality of the paper:	
	☒	1) confidential to the Committee only (i.e. first iteration of an item with no onward communication to other committees or the wider university)
	☐	2) not for circulation beyond UMT
	☐	3) for circulation by the sponsor/author
Implementation	Identify the individual/unit responsible for communicating and implementing the decision by the Committee	

APPENDIX 2: Suggested Timelines for Committee Documentation

- **Check the terms of reference of each committee** as this will outline any specific timeliness required
- If no specifications exist, the below may be helpful to enable active and effective committee management and adequate chair/member support
- Ensure submissions dates are inputted into your own calendar/diary as this will also drive your committee preparation

	Sequence of Event	Suggested Timeline
1.	**Checking for agenda items and alerting members to this action**	Continues from end of one meeting up to the submission date of the next meeting *-submission date is usually two weeks before the meeting*
2.	**Papers to Chair for review (papers being draft agenda and any received submissions)**	Within 2- 4 days of the submission deadline
3.	**Receipt of Chair's comments**	No later than 8 working days before meeting
4.	**Papers to members**	A week/5 working days before meeting
5.	**Final papers to Chair including any annotations to minutes and apologies**	Between 3-5 working days before meeting

APPENDIX 3: Communications Templates

Template 1: Emailing meeting schedule to members

Subject line	Text	Sign off
Name of meeting (Gaeilge or English) *+ schedule of meeting dates for* ***[Insert academic year]***	*Dear members,* *Please find attached the schedule of meetings for* ***[Insert academic year].*** *If you cannot attend any of these meetings, please contact the committee secretary as soon as possible in advance of the relevant meeting.* *Papers will be uploaded to the relevant committee area on Google Drive in advance of the meeting and you will be notified by email when papers are available.* *Full terms of reference, membership and dates can be found at* ***[Insert committee page].***	*Kind regards* ***[Insert name of Secretary]***

Template 2: Emailing receipt of submission

Subject line	Salutation & Text	Sign off
Name of meeting + your submission	*Dear members,* *Many thanks for your submission, it will be included on the draft agenda pending review and approval by the Chair for this meeting. You will be updated if your item is not approved for inclusion in the final agenda.* **Or** *Many thanks for your submission. The summary sheet section* ***[XXXX]*** *has not been filled out/requires further update, can you review and send back to me before 11am tomorrow?*	*Kind regards* ***[Insert name of Secretary]***

Template 3: Emailing Papers for approval to Chair

Subject line	Text	Sign off
Name of meeting + Papers for Approval	*Dear **[Insert Chair's title]*** *The draft agenda and papers for [insert meeting acronym and date) are now available at **[Insert Drive URL]*** *Please let me know if you have clarifications or inclusions. I will then make the necessary changes and circulate the papers.* *Could you return your revisions to me by **[Insert deadline for return of papers – usually day before 8 days before meeting]**, and I will make the necessary edits and circulate the papers to the committee members?*	*Kind regards* ***[Insert name of Secretary]***

Template 4: Sending documents to Committee members

Subject line	Text	Sign off
Name of meeting + Papers for next meeting	*To Members of **[insert committee name]*** *The meeting papers for **[insert committee name]** have been uploaded to the shared drive and are accessible here **[insert hyperlink].*** *This meeting will take place on **[Insert day time venue]** Please confirm in advance if you are unable to attend or if you have difficulties accessing the papers. Details of committee membership, schedule and terms of reference are available from [insert link].*	*Kind regards* ***[Insert name of Secretary]***

Template 5: Circulating an Electronic Consultation

Subject line	Text	Sign off
Name of meeting + Papers for next meeting	*To members of the [insert committee name]* *Please find attached, for your consideration, a number of items requiring approval by **[insert committee name]** in advance of its next scheduled meeting.* *Please advise by **[5pm a week from day you are sending out]** whether you approve the recommendations contained within these papers, or if you wish to record any comments against any individual item(s).* *If we do not receive a response from you by email, it will be taken that you approved the items.* *Note this document has also been saved to the relevant Committee folder on Google Drive, accessible here. **[insert hyperlink to drive]*** *Please do not hesitate to contact me if you have any queries.*	*Kind regards* **[Insert name of Secretary]**

Template 6: Email to Chair with Members' feedback from Electronic Consultation

Subject line	Text	Sign off
Name of meeting + Papers for next meeting	Dear [Insert Chair's title] Please find below the feedback from members on the recent electronic consultation. <table><tr><td></td><td>ITEM TITLE</td><td>APPROVE/NOT APPROVE</td></tr><tr><td>Member title and name</td><td>ITEM TITLE</td><td>Approved</td></tr><tr><td>Member title and name</td><td>ITEM TITLE</td><td>Approved</td></tr></table> Please advise if you wish to approve all items. Kind regards,	*Kind regards **[Insert name of Secretary]***

Template 7: Emailing to members with decision of electronic consultation

Subject line	Text	Sign off
Name of meeting + Papers for next meeting	*To Members of [Insert committee name]* *Items for approval by electronic consultation were circulated to members of [Insert committee name] on [Insert date of circulation]. Please see the below decision recorded against each item.* <table><tr><td colspan="2">Items for Approval by [INSERT COMMITTEE NAME]</td><td>Decision</td></tr><tr><td>1</td><td>Item Title</td><td>Approved</td></tr><tr><td>2</td><td>Item Title</td><td>Approved</td></tr><tr><td>3</td><td>Item Title</td><td>Approved</td></tr><tr><td>4</td><td>Item Title</td><td>Approved</td></tr></table> *The next meeting of [insert committee name] will take place on [Insert committee date/time/venue].* *Details of committee membership, schedule and terms of reference are available from [Insert link].* *Kind regards,*	*Kind regards [Insert name of Secretary]*

APPENDIX 4: "How To" Guides

4:1 HOW TO BOOK ROOMS AND CATERING

Booking Rooms:

You may need to check the local arrangements for booking meeting rooms for your committee. Alternatively, please find below a list of the contact points for commonly used rooms in UCD:

- Centrally allocated rooms, contact room.allocations@ucd.ie

- Student Centre, Red Room, contact: student.centre@ucd.ie

When confirming timings for room bookings, always include at least an additional 30 minutes at the beginning and end of meetings.

Catering:

If catering is required, check with venue regarding appropriate approved UCD caterer and follow local unit procedures for catering procurement.

4:2 HOW TO MANAGE COMMITTEE COMMUNICATION & SHARING OF DOCUMENTS

- Suggest using **Google Drive** to facilitate document distribution and to ensure access is restricted to the relevant people. For further information on using Google Drive, refer to **UCD IT Services** - https://www.ucd.ie/itservices/ourservices/
- Create a Google Drive folder for the relevant committee meeting. Upload the meeting documents to this folder.
- Send an email to Chair and members with a link to the shared Drive. (Right click on the folder and choose 'Get Shareable Link', paste this link into your email).
- The committee secretary should manage the shared drive, i.e. remove old committee documents (if not needed for reference/archive purposes).

For Chair's Review	**Chair's Final**	**Members' Papers**
Upload all minutes, agendas and reports for the Chair's approval and comment here. Chair can then annotate the document with *Comments* and alert you when this is done. "Chair's Final" folder should only be accessible by the Chair and the Committee Secretary	Upload the final copy of the chair's agenda with annotations, with accompanying papers for the Chair to download for the meeting "Chair's Final" folder should only be accessible by the Chair and the Committee Secretary	Upload the agenda and accompanying papers (in one document) to this folder and make it accessible to all committee members. Also upload each individual agenda item as a separate document to facilitate those who view documents at meetings on electronic devices. "Members' Papers" folder should be accessible by all members of the committee

4:3 HOW TO HANDLE LATE SUBMISSIONS

- Contact Chair and ask if the late paper is approved for inclusion in AOB
- Contact sponsor of paper with decision and request they bring hard copies if required
- Ensure late paper is distributed to members and Chair
- Alert members to late submission

4:4 HOW TO RUN AN ELECTRONIC CONSULTATION

On occasions, an important decision is required in the period between scheduled meetings. In this instance, a committee may be asked to make a decision via *Electronic Consultation*.

- Devise the agenda in consultation with Chair
- Gather and combine relevant papers
- Circulate via email to the committee members, clearly indicating what the members are being asked to do.
- Request comments within a 7-day timeline – specify if everyone is to respond or if non-response will be taken as agreement with the proposed item.
- Contact the Chair with the results and highlight any dissenting views expressed. Ask the Chair to confirm the result.
- Contact members with results – see Appendix 3 for communications template
- The outcome and a summary of Electronic Consultations should be presented to next official meeting of the committee & recorded in the minute of the meeting.
- See Appendix 3 for relevant communications templates.

APPENDIX 5: Irish Language Integration in UCD Committees

In accordance with government statute, the University submits a 3-year Irish Language Scheme to the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media, for approval. The current scheme (i.e. for 2021-2024) has implications for meetings. Relevant to this handbook, these are:

o Templates for Meeting agendas, minutes and documentation now direct for the title of the board / committee to have the name of the committee in both Irish and English in the title section

o Chair's notes should be prepared with some greetings in Irish (plus English translation

(exact wording of the scheme commitments are at the end of this section)

UCD Governing Authority & committees, English version	Irish version
UCD Governing Authority	Údarás Rialaithe UCD
Audit and Risk Management Committee	An Coiste Iniúchóireachta agus Bainistíochta Riosca
Finance, Remuneration and Asset Management Committee	An Coiste um Airgeadas, Luach Saothair agus Bainistíocht Sócmhainní
Disciplinary Appeals Committee	An Coiste Achomhairc Smachta
Disputes Resolution Committee	An Coiste Réitigh Díospóidí
Faculty Promotions Committee	Coiste Arduithe Céime na nDámh
Research Ethics Committee	An Coiste um Eitic Taighde
UCD University Management Team & groups	Irish version
UCD University Management Team	Foireann Bainistíochta Ollscoile UCD / FBO UCD
UMT Education Group	Grúpa Oideachais FBO
UMT Student Experience Group	Grúpa Eispéiris Mac Léinn FBO
UMT Research, Innovation and Impact Group	Grúpa Taighde, Nuálaíochta agus Tionchair FBO
UMT Global Engagement Group	Grúpa um Rannpháirtíocht Domhanda FBO
UMT Capital Projects Group	Grúpa Tionscadal Caipitil FBO
UMT Equality, Diversity and Inclusion Group	Grúpa Comhionannais, Éagsúlachta agus Cuimsithe FBO
UMT IT Strategy Group	Grúpa Straitéise TF FBO
UMT Library Strategy Group	Grúpa Straitéise Leabharlainne FBO
UMT GDPR and Data Group	Grúpa RGCS agus Sonraí FBO
UMT Finance, Staffing and Operations Group	Grúpa Airgeadais, Foireann & Oibríochta
UCD Academic Council & committees	Irish version
UCD Academic Council	Comhairle Acadúil UCD
Academic Council Executive Committee	Coiste Feidhmiúcháin na Comhairle Acadúla
Academic Council Committee on Examinations	Coiste na Comhairle Acadúla ar Scrúduithe
Academic Council Quality Enhancement Committee	Coiste Feabhsaithe Cáilíochta na Comhairle Acadúla
Academic Council Committee on Student Appeals and Complaints	Coiste na Comhairle Acadúla ar Achomhairc agus Gearáin Mac Léinn
Academic Council Committee on Student Conduct and Capacity	Coiste na Comhairle Acadúla ar Iompar agus Cumas Mac Léinn
Academic Council Committee on Honorary Degrees & Major Awards	Coiste na Comhairle Acadúla ar Chéimeanna Oinigh agus Mórdhámhachtainí
Academic Council Committee on Academic Centres	Coiste na Comhairle Acadúla ar Ionaid Acadúla

Academic Council Committee for Academic Scholarships & Prizes	Coiste na Comhairle Acadúla ar Scoláireachtaí agus Duaiseanna Acadúla
University Programmes Board	Bord Clár UCD
Other terms	**Irish version**
Nominations Committee	An Coiste Ainmniúchán
Working Group	Grúpa Oibre
Sub Group	Foghrúpa
Group	Grúpa

Guidance on use of bi-lingual titles of committees

Templates in sections 1-4 and Appendices 1 and 3 of Secretaries handbook have been updated to include Irish titles of committees / boards

Secretaries should use the bilingual form of committee names on documentation (agendas, minutes, induction documents, websites, etc)

Irish translation of welcomes and phrases in meetings

Useful phrases in Irish for use at meetings

These should be included in Chair's notes and, where possible, used in greetings sent by email by or on behalf of the Chair.

English	**Irish**
Hello(singular)	*Dia duit*
Hello(plural)	*Dia dhaoibh*
Hello and welcome to this meeting	Dia dhaoibh agus fáilte romhaibh chuig cruinniú an lae inniu
Thank you for your contribution to today's meeting	Go raibh maith agaibh as bhur n-ionchur i gcruinniú an lae inniu
Welcome to a new academic year	Fáilte romhaibh go bliain acadúil nua
Welcome to our new members	Fáilte roimh ár gcomhaltaí nua
Thank you for your contribution throughout the year	Go raibh maith agaibh as bhur n-ionchur le linn na bliana
Thank you to our outgoing [committee] members	Gabhaimid buíochas lenár gcomhaltaí [coiste] atá ag dul as oifig
Congratulations	Comhghairdeas
We wish you every success	Guímid gach rath oraibh
Thank you (singular)	*Go raibh maith agat*
Thank you (plural)	*Go raibh maith agaibh*
Thank you to our presenter / presenters	Gabhaimid buíochas lenár láithreoir/láithreoirí
Bye	*Slán go fóill*

Audio recordings of the above phrases are available in this linked Google Drive folder. (please note all translations and recordings are in plural of 'you' useful phrases in Irish for which to open and close meetings, thank outgoing members, welcome new ones, etc.

APPENDIX 6: Privacy and GDPR compliance in committee work

Section 7 of this Handbook indicates that a committee secretary should ensure that guidance is developed for handling personal information necessary for conducting committee business, and that the relevant unit's Record of Processing Activities (ROPA) details how the committee they support receives, processes, and retains personal data.

In addition to these steps, UCD Committees should consider GDPR as an agenda item at least once per year. The following briefing note on GDPR has been prepared by the Office of the Data Protection Officer in UCD. When introducing this item to a committee, in addition to highlighting any GDPR concerns the committee should take into account, the Chair should be prompted to highlight the following for committee members:

- If members download or print papers, they need to store them securely and destroy them after the meeting. The Secretary is responsible for maintaining the official record and providing access as appropriate.
- The committee's data processing activities are detailed in the ROPA of the unit that supports that committee, or there are plans in place to ensure the relevant ROPA is updated to encompass the committee's data processing activities.

Briefing Note prepared by the Office of the Data Protection Officer in UCD
In May 2018 the General Data Protection Regulation (GDPR) came into force. It emphasises an organisation's accountability for processing personal data, which are any data that directly or indirectly can lead to the identification of a living natural person. Being EU based, GDPR applies to UCD for all its processing of personal data, no matter where in the world the individuals UCD deals with are located.

The University acts as 'Data Controller', where UCD faculty, staff, or other individuals representing the University, have a high degree of control over and the 'why' and 'how' of the personal data processing. As Data Controller the University automatically takes on full responsibility for who they share the data with, including assessing in advance, whether such sharing might put personal data at risk. If sharing personal data creates a potential risk, the University is obligated to either put measures in place to mitigate/eliminate the risk or, if this is not possible, to take the decision not to share the personal data.

This legal responsibility for compliance with data protection legislation rests with the organisation as Data Controller in the first instance, but in the case of negligence can be extended to senior decision makers. [DPA 2018, 146]. The University, through its University Management Team and other senior governing bodies, has the responsibility to respecting and protecting individuals' rights and freedoms. This includes resourcing data privacy and security, as well as supporting privacy enhancing policies and procedures, and facilitating a university wide network of Unit based 'Privacy Champions'.

The University has several obligations towards individuals whose personal data it collects, uses and stores, including transparency and how the organisation responds to an individual who is exercising their data protection rights. GDPR emphasises accountability as a principle which requires that organisations put in place resources for appropriate technical and organisational measures (TOMs).

It also requires organisations to be able to demonstrate what they did and the effectiveness of the measures, if requested. It is the organisation that must demonstrate, at any point in time, that it is compliant with the law, not the duty of the Data Protection Commission (DPC) to provide evidence that the University is not compliant.

Measures UCD has to take to be compliant with the law include:
- Explain to individuals how data are processed, for what purpose, and for how long
- Compile and constantly update an inventory of all personal data types the University processes
- Continuously monitor and revise the personal data inventory under the following headings:
  - Why is the organisation holding the personal data?
  - How did the organisation obtain the personal data?
  - Why were the personal data originally gathered?
  - How long will the organisation retain the personal data?
  - How secure are the personal data, both in terms of encryption and accessibility?
  - Does the organisation ever share data with third parties and on what basis might the organisation do so?
- Document processes and procedures aimed at tackling data protection issues at an early state
- Build information systems that help respond promptly to any data breach that occurred

It is important that UCD takes steps to ensure that any personal data is handled legally, securely, efficiently and effectively in order to deliver on individuals' expectations. Any risk-profile associated with processing activities involving personal data collected, used or stored by the University, must be assessed taking into account (i) the complexity and scale of data processing; (ii) the sensitivity of the data processed; and (iii) the protection required for the data being processed. For projects with a high-risk potential, this assessment includes undertaking a Data Protection Impact Assessment (DPIA) which in turn needs to feed into a data protection risk register maintained by the University. Keeping such a register at several levels allows the organisation to identify and mitigate against data protection risks before they materialise, as well as to demonstrate compliance in the event of a regulatory investigation or audit.

Many countries across the globe have or are about to introduce their own privacy legislation, which could affect UCD locations based overseas. It is important that UCD seeks in-country advice as to UCD's obligations there.

Establishing appropriate data protections frameworks and behaviours require commitment and leadership from the top, but if done right, build trust in the organisation and offer huge benefits medium-long term. Advice on data protection is available to University management from its Data Protection Officer (DPO).

APPENDIX 7: Supporting Student Representatives

Student Representation Review Working Group Membership

Arising from this joint UCDSU/UCD working group's review, the development of good practice guidelines have been developed for committee chairs and secretaries for the orientation of student members to university committees. The guidelines are linked here: https://www.ucd.ie/secca/t4media/eng_GoodPracticeGuidance.pdf and a copy below for ease of reference.

Good Practice Recommendations
- Welcome and introduction e-mail from the Chair issued to new student member/s following nomination.
- Information e-mail from Committee Support Staff which may include:
  - Contact information for unit and staff member supporting the committee
  - Meeting dates and submission deadlines
  - Website link to the Committee (if applicable)
  - Committee Terms of Reference o Standing Orders (if applicable)
  - Guidance on how to access meeting papers o Information on the meeting process (e.g. how to make submissions)
  - Expectations of members (e.g. how to send apologies; how to address the Chair; how to raise issues)
- Committee Support Staff shares a folder including key information in relation to the Committee, which will act as a repository that student members can easily access as required. This may include contact details of Committee Support; Schedule of Meetings; Submission deadlines (if applicable); Committee Terms of Reference; Submission forms (if applicable); University Conflict of Interest Policy.
- Chair and the Committee Support meet with the new student member/s in advance of the first committee meeting.
  - To clarify any queries in relation to guidance information circulated
  - Clarify the role of the student member on the particular committee
  - Discuss past items of business
  - Discuss the proposed workplan for the upcoming year where applicable/anticipated items of business
  - Discuss the types of submissions that are typically made to the committee, how they are discussed and where they typically need to be submitted as follow up
- Follow up e-mail from Chair issued to student member/s mid-way through the academic session to ensure ongoing clarity regarding student member participation.

Revision History

Version	Date	Description	Author
1.0	01/09/2019	Introduction of Handbook	UCD University Secretariat
2.0	10/09/2021	Revisions by University Secretariat	UCD University Secretariat
3.0	13/11/2023	Revisions by University Secretariat	UCD University Secretariat
4.0	15/10/2024	Revisions by University Secretariat	UCD University Secretariat