



Board Agenda

Trinity Board Room | Trinity Business School Building

Wednesday 3 December 2025 | 09.30 – 13.30

Apologies

Statements of Interest

New Members' Declaration

Section A.1 Policy and Strategic Matters

Indicative
Timing

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| 1. | Minutes
To <u>approve</u> the minutes of the meeting of 15 October 2025 | [09.30-09.35]
(encl) |
| 2. | Matters Arising from the Minutes
To <u>raise</u> any matters arising | [09.35-09.40] |
| 3. | Provost's Report
To <u>receive</u> a report from the Provost | [09.40-09.50] |
| Financial/Audit Matters | | |
| 4. | Consolidated University Budget Financial Year 2025/26 <ul style="list-style-type: none">• For Board members only To <u>consider and approve</u> the memorandum from the Treasurer/Chief Financial Officer and the Head of Financial Planning and Analysis dated 25 November 2025
<i>Mr Keith Creedon, Head of Financial Planning and Analysis, to join the meeting for this item</i> | [09.50-10.20]
(encl) |
| Critical Infrastructure Matters | | |
| 5. | Strategic Capital Projects Dashboard <ul style="list-style-type: none">• For Board members only To <u>receive</u> an update from the Bursar/Chief Strategic Developments Officer | [10.20-10.30]
(encl) |

6.	Proposal for Amendments to Capital Projects Governance <ul style="list-style-type: none"> • For Board members only To <u>consider and approve</u> the memorandum from the Bursar/Chief Strategic Developments Officer, the Treasurer/Chief Financial Officer and the Chief Operating Officer dated 20 November 2025	[10.30-10.50] (encl)
7.	Risk and Compliance Matters University Risk Register 2025/26 <ul style="list-style-type: none"> • For Board members only To <u>consider and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 25 November 2025	[10.50-11.10] (encl)
<div>Break</div> <div>[11.10-11.20]</div>		
Major Strategy Item		
8.	Strategic Plan 2025-2030 - Associate Dean of Graduate Studies <p>(i) Establishment of the Role of Associate Dean of Graduate Studies</p> To <u>consider and approve</u> the memorandum from the Provost dated 26 November 2025	[11.20-11.30] (encl)
	<p>(ii) Nomination of Associate Dean of Graduate Studies</p> <ul style="list-style-type: none"> • For Board members only To <u>approve</u> the memorandum from the Provost dated 26 November 2025	(to be tabled)
9.	Other Honorary Degrees <ul style="list-style-type: none"> • For Board members only To <u>approve</u> the memorandum from the Registrar dated xx November 2025 <i>Professor Neville Cox, Registrar, to join the meeting for this item</i>	[11.30-11.35] (to be tabled)
10.	Membership of the Principal Committees <ul style="list-style-type: none"> • For Board members only To <u>consider and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 24 November 2025	[11.35-11.55] (encl)
11.	Statement on the Systems of Internal Controls <ul style="list-style-type: none"> • For Board members only To <u>consider and approve</u> the memorandum from the Secretary to the College/Director of Governance and the Treasurer/Chief Financial Officer dated 21 November 2025	[11.55-12.05] (encl)
12.	Visitors To <u>receive</u> a verbal report from the Secretary to the College/Director of Governance	[12.05-12.10]
13.	Any Other Urgent Business	

Section A.2ⁱ Policy Matters already considered by Principal Committees

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| 14. | Revised Management of Trademark Portfolio Policy
To <u>note and approve</u> the memorandum from the Secretary to the College /Director of Governance dated 14 November 2025 | (encl) |
| 15. | Revised House Loan Policy
To <u>consider and approve</u> the memorandum from the Financial Operations Manager dated 24 November 2025 | (encl) |
| 16. | People and Culture Committee Annual Report 2024/25
To <u>note and approve</u> the memorandum from the Director of Human Resources dated 21 November 2025 | (encl) |
| 17. | Marino Institute of Education Institutional Quality Progress Report
To <u>note and approve</u> the memorandum from the Vice-Provost/Chief Academic Officer dated 25 November 2025 | (encl) |
| 18. | Royal Irish Academy of Music – Non-Academic Policies
To <u>note</u> the memorandum from the Vice-Provost/Chief Academic Officer dated 25 November 2025 | (encl) |

Section B – Minutes from Committees

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| 19. | Board Business - Callover
To <u>note</u> the callover updated to 15 October 2025 | (encl) |
| 20. | University Council
To <u>note and approve</u> the revised draft acta of the meeting of 5 November 2025 | (encl) |
| 21. | Audit Committee
To <u>note and approve</u> the minutes of the meeting of 27 May 2025 and to <u>note</u> the executive summary | (encls) |
| 22. | Critical Infrastructure Committee
To <u>note and approve</u> the minutes of the meeting of 24 September 2025 and to <u>note</u> the executive summary | (encls) |

ⁱ Section A2 items have been fully considered by the relevant Committee. Board members are asked to inform the Secretary to the College if they wish discussion on any of the items in Section A2 by 5pm on the Monday before the meeting. If not, the Chairperson will propose that they be noted and, where appropriate, that the action proposed or reported be approved as presented.

- 23. Finance Committee** (encls)
To note and approve the draft minutes of the meeting of 12 November 2025 and to note the executive summary
- 24. People and Culture Committee**
To note and approve the following:
(i) minutes from the meeting of 21 May 2025 (encls)
(ii) draft minutes from the meeting of 25 September 2025 (encls)
and to note the respective executive summaries
- 25. Quality Committee** (encl)
To note and approve the draft minutes of the meeting of 16 October 2025
- 26. Risk and Compliance Committee** (encls)
To note and approve the draft minutes of the meeting of 12 November 2025 and to note the executive summary

Section Cⁱⁱ - Matters for Noting and Approval

- 27. Board Membership – Students’ Union**
To note that Ms Grace McNally has been elected as President and will serve as a Board member for the remainder of the 2025/26 academic year
- 28. Board Business Approved by Written Procedure** (encl)
To note that the enclosed memorandum from the Registrar was approved by Board on 17 November 2025
- 29. Membership of the Chapel Committee** (encl)
To note and approve the memorandum from the Registrar dated 25 November 2025
- 30. Consolidated Statutes, 2010, Assents of the Fellows** (encl)
To note the memorandum from the Registrar dated 25 November 2025
- 31. Higher Degrees** (encl)
To note the Higher Degrees approved by Council on 5 November 2025
- 32. Prizes and Other Awards - Gold Medal Nominations** (encl)
To note and approve the memorandum from the Senior Lecturer and Dean of Undergraduate Studies dated 19 November 2025
- 33. Policy Management Annual Report 2024/25** (encl)
To note the memorandum from the Secretary to the College/Director of Governance dated 14 November 2025

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| 34. | Sealings
<ul style="list-style-type: none"> • For Board members only To <u>note</u> the sealings | (encl) |
| 35. | Staff Disciplinary Panel Reserve Standing List
To <u>note and approve</u> the memorandum from the Registrar dated xx November 2025 | (encl) |
| 36. | Related Entity Financial Report
To <u>note</u> the memorandum from the Treasurer/Chief Financial Officer dated 24 November 2025 | (encl) |
| 37. | Intellectual Property Reporting Requirement for HEA Annual Governance Statement 2024/25
To <u>note</u> the memorandum from the Director of Knowledge Exchange, Trinity Innovation and Enterprise, dated 26 November 2025 | (encl) |

Section Dⁱⁱ – Personnel Matters

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

ⁱⁱ Board members are asked to inform the Secretary to the College if they wish discussion on any of the following items in Sections C and D. If not, the Chairperson will propose that they be noted and, where appropriate, that the action proposed or reported be approved as presented.