



Board Agenda

Trinity Board Room | Trinity Business School Building

Wednesday 28 January 2026 | 09.30 – 13.30

Apologies

Statements of Interest

New Members' Declaration

Section A.1 Policy and Strategic Matters

Indicative
Timing

1. **Minutes** [09.30-09.35]
To approve the minutes of the meeting of 3 December 2025 (encl)
2. **Matters Arising from the Minutes** [09.35-09.40]
To raise any matters arising
3. **Provost's Report** [09.40-09.50]
To receive a report from the Provost
- Major Strategy Item**
4. **Strategic Plan 2025-2030**
 - (i) **Trinity Development and Alumni Business Case 2026-2031** [09.50-10.20]
• For Board members only (encl)
To consider and approve the presentation from the Chief Advancement Officer dated 20 January 2026
Ms Kate Bond, Chief Advancement Officer, TDA, and Mr David O'Shea, Director of Operations, TDA, to join the meeting for this item
Strategic Plan: All Commitments

	<p>(ii) Response to Board Request for Information - International Student Trends</p> <p>To <u>receive</u> a report from the Vice-President for Global Engagement dated January 2026</p> <p><i>Professor Emma Stokes, Vice-President for Global Engagement, Ms Niamh Burke, Associate Director, Partnerships and Global Mobility, and Mr Declan Coogan, Associate Director, Recruitment, Trinity Global, to join the meeting for this item</i></p> <p>Strategic Plan: Commitment 2</p>	[10.20-10.40] (encl)
	<p>Critical Infrastructure Matters</p>	
5.	<p>Strategic Capital Projects Dashboard</p> <ul style="list-style-type: none"> For Board members only <p>To <u>receive</u> an update from the Bursar/Chief Strategic Developments Officer</p> <p>Strategic Plan: Commitment 5</p>	[10.40-10.50] (encl)
6.	<p>Response to Board Request for Information – Large Scale Capital Projects Prioritisation</p> <ul style="list-style-type: none"> For Board members only <p>To <u>receive</u> a report from the Provost and the Bursar/Chief Strategic Developments Officer, dated 21 January 2026</p> <p>Strategic Plan: Commitment 5</p>	[10.50-11.10] (encl)
7.	<p>People and Culture Matters</p> <p>Senior Academic Promotions Call 2026</p> <ul style="list-style-type: none"> For Board members only <p>To <u>approve</u> the memorandum from the Provost dated 20 January 2026</p> <p>Strategic Plan: Commitment 4</p>	[11.10-11.20] (to be tabled)
Break		[11.20-11.30]
8.	<p>Disciplinary Panel (Academic Staff)</p> <ul style="list-style-type: none"> For Board members only <p>(i) To <u>note</u> the memorandum from the Secretary to the College/Director of Governance and the Governance Manager dated 21 January 2026</p> <p>(ii) To <u>consider and approve</u> the report of the Chairperson of the Disciplinary Panel dated 21 January 2026</p> <p><i>Ms Sorcha De Brunner, Governance Manager, to join the meeting for this item.</i></p>	[11.30-11.45] (to be tabled) (to be tabled)
9.	<p>Other</p> <p>Visitors</p> <p>To <u>receive</u> a verbal report from the Secretary to the College/Director of Governance</p>	[11.45-11.50]

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| 10. | Honorary Degrees <ul style="list-style-type: none"> • For Board members only To <u>approve</u> the memorandum from the Registrar dated 21 January 2026
<i>Professor Neville Cox, Registrar, to join the meeting for this item</i> | [11.50-11.55]
(to be tabled) |
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11.	Any Other Urgent Business
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Section A.2ⁱ Policy Matters already considered by Principal Committees

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| 12. | Revised Sustainable Procurement Policy
To <u>note and approve</u> the memorandum from the Procurement Manager and the ESG Measurement and Reporting Manager dated 21 January 2026 | (encl) |
| 13. | Revised Tobacco and E-Cigarettes Policy
To <u>note and approve</u> the memorandum from the Vice-Provost of Biodiversity and Climate Action and the Director of College Health dated 20 January 2026 | (encl) |
| 14. | Revised Library Disposal Policy
To <u>note and approve</u> the memorandum from the Director of Human Resources dated 21 January 2026 | (encl) |

Section B – Minutes from Committees

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| 15. | Board Business - Callover
To <u>note</u> the callover updated to 3 December 2025 | (encl) |
| 16. | University Council
To <u>note and approve</u> the revised draft acta of the meeting of 10 December 2025 | (encl) |
| 17. | Audit Committee
To <u>note and approve</u> the minutes of the meeting of 14 October 2025 and to <u>note</u> the executive summary | (encls) |
| 18. | Finance Committee
(i) To <u>note and approve</u> the minutes of the meeting of 18 December 2025 and to <u>note</u> the executive summary
(ii) To <u>note and approve</u> the draft minutes of the meeting of 15 January 2026 and to <u>note</u> the executive summary | (encls)

(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.

Section Cⁱⁱ - Matters for Noting and Approval

19. **Higher Education Authority (HEA) Oversight Agreement 2026** (encl)
To note and approve the memorandum from the Deputy Secretary to the College and the Head of Financial Planning and Analysis dated 20 January 2026
20. **Board Elections Timeline** (encl)
To note and approve the memorandum from the Secretary to the College/Director of Governance and the Governance Manager dated 23 January 2026
21. **Higher Degrees** (encl)
To note the Higher Degrees approved by Council on 10 December 2025
22. **Prizes and Other Awards – Prizes in the School of Social Sciences and Philosophy** (encl)
To note and approve the memorandum from the Head of the School of Social Sciences and Philosophy dated 29 October 2025
23. **Financial Services Division Annual Report 2024/25** (encl)
To note the report for 2024/25
24. **Senate Business – Recommendations for the award of the degree MA (jure officii)** (encl)
To note and approve the memorandum from the Registrar dated 20 January 2026
25. **Associated Companies – Directors' Reports** (encl)
To note and approve the memorandum from the Secretary to the College/Director of Governance dated 21 January 2026
26. **Risk and Compliance Committee Revised Terms of Reference** (encl)
To note and approve the memorandum from the Secretary to the College/Director of Governance dated 20 January 2026
27. **High-Level Summary Report on Conflicts of Interest 2024/25** (encl)
To note the memorandum from the Secretary to the College/Director of Governance dated 20 January 2026

Section Dⁱⁱ – Personnel Matters

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

Section E – Non-Executive Meeting

28. Universities Act 1997 (as amended) – Performance of the Chief Officer

[12.00-12.15]

To receive a verbal report from the Chairperson of the Board

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.