



Board Agenda

Trinity Board Room | Trinity Business School Building

Wednesday 25 March 2026 | 09.30 – 13.30

Apologies

Statements of Interest

New Members' Declaration

Section A.1 Policy and Strategic Matters

		Indicative Timing
1.	Minutes To <u>approve</u> the minutes of the meeting of 28 January 2026	[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] (encl)
4.	Major Strategy Item Strategic Plan 2025-2030 University 5-year Financial Forecasts to 2030 <ul style="list-style-type: none">• For Board members only To <u>receive</u> a report from the Treasurer/Chief Financial Officer and the Head of Financial Planning and Analysis dated 18 March 2026 Strategic Plan: All Commitments <i>Mr Keith Creedon, Head of Financial Planning and Analysis to join the meeting for this item</i>	[09.50-10.10] (encl)

Financial/Audit Matters

5. **Annual Report and Consolidated Financial Statements for year ended 30 September 2025, and associated Letters of Representation to PwC and the OC&AG** [10.10-10.45]
- **For Board members only**
 - (i) To **consider and approve** the memorandum from the Chair of the Audit Committee dated 18 March 2026 (encl)
 - (ii) To **consider and approve** the documentation from the Treasurer/Chief Financial Officer and the Deputy Chief Financial Officer dated 18 March 2026 (encls)
- Ms Mary Henry and Mr Ronan O'Regan, OC&AG, Mr Paul O'Connor, PwC, Mr Patrick Moore, Deputy Chief Financial Officer, Mr Brendan McDonagh, Audit Committee Chair, and Ms Fiona McAuliffe, Internal Auditor, to join the meeting for this item*
6. **Trinity Endowment Fund Financial Statements for year ended 30 September 2025, and associated Letter of Representation to PwC** [10.45-11.05]
- **For Board members only**
 - (i) To **consider and approve** the memorandum from the Chair of the Audit Committee dated 18 March 2026 (encl)
 - (ii) To **consider and approve** the documentation from the Treasurer/Chief Financial Officer and the Deputy Chief Financial Officer dated 13 March 2026 (encls)
- Mr Paul O'Connor, PwC, Mr Patrick Moore, Deputy Chief Financial Officer, Mr Brendan McDonagh, Audit Committee Chair, and Ms Fiona McAuliffe, Internal Auditor, to remain in the meeting for this item*
7. **Audit Committee Annual Report to Board 2025/2026** [11.05-11.25]
- **For Board members only** (encl)
- To **note and discuss** the annual report from the Audit Committee dated March 2026
- Mr Brendan McDonagh, Audit Committee Chair, and Ms Fiona McAuliffe, Internal Auditor, to remain in the meeting for this item*

Break

[11.25-11.35]

Critical Infrastructure Matters

8. **Strategic Capital Projects Dashboard** [11.35-11.45]
- **For Board members only** (encl)
- To **receive** an update from the Bursar/Chief Strategic Developments Officer
- Strategic Plan: Commitment 5**

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| 9. | Trinity East – Units 1, 2, 3 and 8 Laboratories Project
<ul style="list-style-type: none"> • For Board members only To consider and approve the presentation from the Bursar/Chief Strategic Developments Officer, and the Programme Manager dated 16 March 2026
<i>Mr Stephen Walsh, Programme Manager in Strategic Projects, and Mr Niall Somers, Director of the Capital Programme Office, to join the meeting for this item</i>
Strategic Plan: Commitments 1 & 5 | [11.45-12.05]
(encl) |
| Risk and Compliance Matters | | |
| 10. | Annual Governance Statement 2024/25
To consider and approve the memorandum from the Deputy Secretary to the College and the Secretary to the College/Director of Governance dated 16 March 2026 | [12.05-12.15]
(encl) |
| Other | | |
| 11. | Establishment of Oversight Group on Institutional International Links
<ul style="list-style-type: none"> • For Board members only To consider and approve the memorandum from the Senior Dean dated 13 March 2026
<i>Professor Eoin O’Sullivan, Senior Dean, to join the meeting for this item</i> | [12.15-12.25]
(encl) |
| 12. | Proposed Changes to the 2010 Consolidated Statutes
(i) Chapter on University
(ii) Chapter on Fellows
(iii) Chapter on Officers and Schedule 1 (Detailed Provisions Relating to Officers)
(iv) Schedule 3 to the Chapter on Board (External Engagement)
(v) Chapter on Student Conduct and Capacity
(vi) Table on Degrees
(vii) Schedule 1 to Chapter on Professors (Established Chairs)
To consider and approve the memorandum from the Registrar dated 18 March 2026
<i>Professor Neville Cox, Registrar, to join the meeting for this item</i> | [12.25-12.40]
(encls) |
| 13. | Fellowship 2026
To receive a verbal report from the Provost | [12.40-12.45] |
| 14. | Any Other Urgent Business | [12.45-12.50] |

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

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.

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| 15. | Revised Business Continuity Policy | (encl) |
| | To <u>note and approve</u> the memorandum from the Chief Operating Officer and the Head of Business Continuity dated 9 March 2026 | |
| 16. | Revised Fraud Policy | (encl) |
| | To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 7 March 2026 | |
| 17. | Revised Ethics Policy | (encl) |
| | To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 5 March 2026 | |
| 18. | Revised Child Protection Policy | (encl) |
| | To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance and the Deputy Secretary to the College dated 5 March 2026 | |
| 19. | Conflict of Interest Policy | (encl) |
| | To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 5 March 2026 | |
| 20. | Revised Social Media Policy | (encl) |
| | To <u>note and approve</u> the memorandum from the Head of Digital Communications dated 16 March 2026 | |

Section B – Minutes from Committees

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| 21. | Board Business - Callover | (encl) |
| | To <u>note</u> the callover updated to 28 January 2026 | |
| 22. | University Council | |
| | (i) To <u>note and approve</u> the acta of the meeting of 11 February 2026 | (encl) |
| | (ii) To <u>note and approve</u> the draft acta of the meeting of 11 March 2026 | (to follow) |
| 23. | Audit Committee | |
| | (i) To <u>note and approve</u> the minutes of the meeting of 9 December 2025 and to <u>note</u> the executive summary | (encls) |
| | (ii) To <u>note and approve</u> the minutes of the meeting of 10 February 2026 and to note the executive summary | (encls) |
| 24. | Critical Infrastructure Committee | (encls) |
| | To <u>note and approve</u> the minutes of the meeting of 19 November 2025 and to <u>note</u> the executive summary | |

25. Environment and Sustainability Committee

- (i) To **note and approve** the minutes of the meeting of 27 November 2025 and to **note** the executive summary (encls)
- (ii) To **note and approve** the minutes of the meeting of 22 January 2026 and to **note** the executive summary (encls)

26. Finance Committee

- To **note and approve** the draft minutes of the meeting of 5 March 2026 and to **note** the executive summary (encls)

27. Risk and Compliance Committee

- (i) To **note and approve** the minutes of the meeting of 20 January 2026 and to **note** the executive summary (encls)
- (ii) To **note and approve** the draft minutes of the meeting of 4 March 2026 and to **note** the executive summary (encls)

28. People and Culture Committee

- To **note and approve** the draft minutes of the meeting of 19 February 2026 and to **note** the executive summary (encls)

Section Cⁱⁱ - Matters for Noting and Approval

29. Board Membership – Students' Union

- (i) To **note** that the following have been elected, and will serve as Board members for the academic year 2026/27:
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| President: | Amy Kennedy |
| Welfare Officer: | Lorenzo Cheasty |
| Graduate Officer: | Ava Tuohy |
- (ii) To **note and approve** that the incoming members listed in (i) may attend to observe the Board meeting of 17 June 2026

30. Board Business Approved by Written Procedure

- To **note** that the following items were approved by Board on 17 February 2026:
- (i) Consideration of the Senior Dean under Section 11(2) Academic Staff Conduct Procedure (**Board members only**) (encl)
- (ii) Gold Medal Nominations (encl)

31. Membership of Principal Committee Sub-Committee

- To **note and approve** the memorandum from the Registrar dated 16 March 2026 (encl)

32. Timelines for the Assents of the Fellows

- (i) **New Fellows** (encl)
- To **note and approve** the memorandum from the Registrar dated 18 March 2026
- (ii) **Chapters on Fellows, Officers, University, and Student Conduct and Capacity** (encl)
- To **note and approve** the memorandum from the Registrar dated 18 March 2026

- 33. Head of School**
To **note and approve** the appointment of Professor Alison Dougall as the Head of the School of Dental Science/Dean of Dental Affairs from 26 March 2026 to the end of Trinity Term 2030
- 34. Higher Degrees**
To **note** the Higher Degrees approved by Council on:
(i) 11 February 2026 (encl)
(ii) 11 March 2026 (encl)
- 35. Prizes and Other Awards**
(i) **Establishment of the Dr Thomas (Toss Maher) Scholarship for Addiction Recovery** (encl)
To **note and approve** the memorandum from the School of Medicine dated February 2026
(ii) **Kingsmill Jones Memorial Prize** (encl)
To **note and approve** the memorandum from the Associate Dean of Undergraduate Science Education dated 16 February 2026
(iii) **Establishment of the Margaret M Leahy Prize** (encl)
To **note and approve** the memorandum from the School of Linguistic, Speech and Communication Sciences dated 19 February 2026
- 36. Foundation Scholarship 2026** (encl)
• **For Board members only**
To **note and approve** the memorandum from the Senior Lecturer and Dean of Undergraduate Studies dated 11 March 2026
- 37. Intermission of Foundation and Non-Foundation Scholarship** (encl)
To **note and approve** the memorandum from the Senior Lecturer and Dean of Undergraduate Studies dated 12 March 2026
- 38. Change of Discipline Title from Centre for Language and Communication Studies to Discipline of Linguistics** (encl)
To **note and approve** the memorandum from the Dean of the Faculty of Arts, Humanities and Social Sciences dated 18 March 2026
- 39. Related Entity Financial Reporting** (encl)
To **note** the memorandum from the Treasurer/Chief Financial Officer dated 11 March 2026
- 40. Trinity Asia Services Ltd – Completion of Liquidation** (encl)
To **note** the memorandum from the Secretary to the College/Director of Governance and Project Appraisal Manager dated 13 March 2026
- 41. Finance Committee Revised Terms of Reference** (encl)
To **note and approve** the memorandum from the Treasurer/Chief Financial Officer dated 13 March 2026

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| 42. | Borrowing Framework and Loan Guarantees | (encl) |
| | To <u>note and approve</u> the memorandum from the Project Appraisal Manager and the Senior Corporate Finance Accountant dated 12 March 2026 | |
| 43. | Transfer of 1894 Trinity College Dublin Deposition to the National Museum of Ireland | (encl) |
| | To <u>note and approve</u> the memorandum from the Senior Dean dated 13 March 2026 | |
| 44. | Appointment to the Governing Body of Marino Institute of Education | (encl) |
| | To <u>note and approve</u> the memorandum from the Senior Dean dated 13 March 2026 | |
| 45. | Revised Policy Management Framework – Record Sheets | (encl) |
| | To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance date 11 February 2026 | |
| 46. | Dates of Board and Council meetings 2026/27 | (encl) |
| | To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance, and the Governance Manager, dated 18 March 2026 | |

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.