



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Board Meeting 26 March 2025

This meeting was held in the Trinity Board Room

Present: Chairperson (Mr P Farrell), Provost (Dr L Doyle), Vice-Provost/Chief Academic Officer (Professor O Sheils), Professor I Arnedillo Sánchez, Mr H Bana, Ms D Caden, Professor M Cunningham, Professor A Dignam, Ms T Doyle, Ms I Goggin, Dr N Hardiman, Mr J Jeromela, Professor D Jones, Professor A Kahane, Dr M Kelly (Deputy Chairperson), Professor C Leahy, Ms J Maguire, Professor A Nolan; Professor C O'Farrelly; Ms O Muldoon, Dr D Thornhill, Professor J Walsh, Mr A White, Dr J Wyse.

Apologies: Ms R Matthews McKay.

In attendance

(ex officio): Secretary to the College/Director of Governance (Ms V Butler), Chief Operating Officer (Ms O Cunningham), Bursar/Director of Strategic Innovation (Professor E Denny), Treasurer/Chief Financial Officer (Ms L Ryan).

In attendance: Chief Innovation and Enterprise Officer (Dr M Olmstead), Deputy Secretary to the College (Ms AM O'Mullane).

BD/24-25/157 Recognition of Contribution

The Chair advised the Board that this would be Ms Orla Cunningham's final Board meeting as Chief Operating Officer. The Board thanked Ms Cunningham for her immense contribution to the University and the Board.

BD/24-25/158 Statement of Interest

The Secretary to the College/Director of Governance advised the Board that she had received statements of potential conflict of interest in respect of Item A13 vi from the Bursar/Director of Strategic Innovation and the Chief Innovation and Enterprise Officer. Having discussed the matter with the Bursar/Director of Strategic Innovation and the Chief Innovation and Enterprise Officer, the Secretary to the College/Director of Governance proposed, and it was agreed, that the Bursar/Director of Strategic Innovation and the Chief Innovation and Enterprise Officer would leave the meeting for the duration of the item.

SECTION A.1 POLICY AND STRATEGIC MATTERS

BD/24-25/159 Minutes

Board approved the draft minutes of 25 February 2025 subject to the amendments as circulated to the Board being made.

BD/24-25/160 Matters Arising from the Minutes

The Secretary to the College/Director of Governance advised the Board that there were no matter arising to report.

BD/24-25/161 Provost's Report

The Provost provided a verbal report under the following headings:

US Research Funding

The Board noted a US government questionnaire had been circulated to university researchers in Europe who were in receipt of research funding from US federal agencies. The Board also noted the University's planned approach to the questionnaire. The Provost advised the Board that the University was engaging with national and European networks and had made the Department of Further and Higher Education, Research, Innovation and Science aware of the matter. She advised that the Dean of Research was engaging with the researchers on the matter.

EU Visit

The Board noted that the Provost, as Chair of League of European Research Universities (LERU), met with Ms Roxana Mînzatu Executive Vice-President, Social Rights and Skills, Quality Jobs and Preparedness and Commissioner Ekaterina Zaharevia, Commissioner for Startups, Research and Innovation and their teams to discuss their initiatives for EU research, innovation and education policy. Discussion with the Executive Vice-President focussed on the Communication on the Union of Skills, LERU's support of this and the Choose Europe initiative. Discussions with the Commissioner focussed on the framework programme for research and innovation (FP10) and the Board noted the Provost's points on the potential future direction of FP10.

Board supported the approach being taken by the University with respect to the questionnaires circulated to researchers in receipt of US federal agency funding. Board members encouraged the University's continued engagement in national and European networks on this matter, recognising that national engagement may yield more timely coordinated responses on the matter.

Dr John Walsh joined the meeting at this point.

In response to a question, the Provost provided an update on the approach being taken to monitoring US federally funded fee income receipt.

Critical Infrastructure Matters

BD/24-25/162 Strategic Capital Projects Dashboard

The Bursar/Director of Strategic Innovation introduced the Capital Projects Dashboard dated 3 March 2025 referring to the presentation which had been circulated in advance of the meeting. The Bursar/Director of Strategic Innovation referred to the extract minute from the Finance Committee meeting of 6 March 2025 where Finance Committee approved the business case for the Trinity South Renewal Programme – Law School, which was included within the dashboard documents for noting by the Board. She noted that a series of approval requests for the Old Library Redevelopment Project would be brought for consideration by the Board in June 2025, the final Board meeting this academic year, as the project needed to progress over the summer.

Professor Inmaculada Arnedillo Sánchez joined the meeting at this point.

These approval requests would be reviewed and considered by Finance Committee and Critical Infrastructure Committee in advance of the June Board meeting. The Bursar/Director of Strategic Innovation offered for her, the programme sponsor and programme manager to

meet with Board members after the Board paper circulation should they wish to discuss the paper in advance of the June meeting.

Action/Decision

162.01 The Board received the Capital Projects Dashboard dated 3 March 2025.

BD/24-25/163 Laidlaw Library Project

Professor Kevin O’Kelly, Project Manager and Mr Stephen Walsh Programme Manager joined the meeting for this item.

The Bursar/Director of Strategic Innovation introduced the item with reference to the presentation dated 18 March 2025 which had been circulated in advance of the meeting. The Bursar/Director of Strategic Innovation provided an overview of the Trinity East phased programme. Professor Kevin O’Kelly provided an overview of the Trinity Laidlaw Research & Innovation Library Business Case and set out details of the request for approval for a revised Operational Business Case reflecting the separation of the Laidlaw Library from the Portal 4GCQ Project (Portal) and the request that its operating cost would be met from central funds. He provided details on the benefits the Laidlaw Library would deliver. As the Board had previously noted at its meeting on 5 December 2024, the capital cost will be fully covered by the philanthropic donation and its operation would fall under the Library estate. Since that Board meeting, detailed design development, planning application, and tendering had been approved by Finance Committee. He provided details on updated estimated annualised operational costs, the key assumptions underpinning those costs and advised that the annualised operational costs would need to be met by central funds in a manner yet to be determined given that a library is not a commercial activity which can generate income.

Board members recognised that there was a need to separate the business case given the difference in operating model from Portal. They also recognised that there was a need for additional library space for students given the growth in student numbers over the last 20 years. In response to a question, Professor O’Kelly confirmed that the library would be a digital library with the footprint maximised for student spaces which would be open to all students; 30% of the space would be devoted to small group spaces for collaborative work.

A number of Board members raised concerns that it was yet to be determined how the operational costs would be funded from central funds, particularly given the finely balanced finances of the institution. In response to a question posed to the Treasurer/Chief Financial Officer, the Treasurer/Chief Financial Officer, confirmed that there would be a need to either grow income or cut costs elsewhere in order to meet these costs. She advised that these were indicative estimates of future operating costs and further work would be carried out to ascertain if there were any efficiencies and economies of scale possible on the operating costs. Notwithstanding this, Financial Services Division was currently preparing five-year financial forecasts underpinning the new Strategic Plan and these forecasts had already factored in the additional operating cost of the Laidlaw Library. The Chair noted that the Strategic Plan and these associated five-year forecasts (which include the indicative operating costs of the Laidlaw Library) would come before the Board at the June meeting, before construction commenced on the Library building.

Action/Decision

163.01 The Board approved the request for an update to the Operational Business Case reflecting the separation of the Laidlaw Library from Portal and its development as a new element of the Library estate.

163.02 Further information on the operational model is to be brought to a future meeting.

Professor O’Kelly and Mr Walsh left the meeting at this stage.

BD/24-25/164 E3 Learning Foundry Capital Programme Update

Professor Gerard McHugh, Dean of Development and Programme Sponsor and Mr Mike Clark, Director of Campus Infrastructure, Ms Edwina Hegarty, Programme Manager for Strategic Projects, Mr Leo Harmon, Independent Monitor joined the meeting for this item.

Professor Gerard McHugh, Dean of Development and Programme Sponsor, introduced the item with reference to the presentation dated 18 March 2025 which had been circulated in advance of the meeting. Professor McHugh updated the Board on the E3 Capital Project which was nearing completion and the possible risks to opening the E3 Learning Foundry on the intended time frame, as well as the steps being taken to address these risks. He also set out details on the Zoology refurbishment. He set out the rationale for the request to Board for the re-allocation of funds within the existing budget.

Mr Leo Harmon, Independent Monitor, agreed with the overview provided by Professor McHugh of the capital project and noted that while the building won’t be completely snagged by the intended completion date, the most significant risk to occupancy was obtaining the documentation required for the Building Control (Amendment) Regulations 2014 (BCAR). The Director of Campus Infrastructure was pressing the contractor continually for updates on this matter but there remained a risk it would not be achieved in the intended timeframe.

In response to a question, Professor McHugh advised a delay in receiving BCAR could extend the time input required by the Design Team and result in a further request for funding to the Board for additional Design Team fees.

Action/Decision

- 164.01** The Board approved the request for the reallocation of funds as set out in the circulated presentation.

Professor McHugh, Mr Clark, Ms Hegarty and Mr Harmon left the meeting at this point.

Financial/Audit Matters

BD/24-25/165 Annual Report and Consolidated Financial Statements for year ended 30 September 2024 and associated Letters of Representation to PwC and the OCAG

Ms Mary Henry and Mr Ronan O’Regan, OCAG, Mr Paul O’Connor, PWC, Mr Patrick Moore, Deputy Chief Financial Officer, Mr Brendan McDonagh, Audit Committee Chair, and Ms Fiona McAuliffe, Internal Auditor, joined the meeting for this item.

The Chairperson welcomed everyone to the Board meeting. The Treasurer/Chief Financial Officer introduced the item with reference to a presentation from the Treasurer/Chief Financial Officer and Deputy Chief Financial Officer dated 26 March 2025, which had been circulated in advance of the meeting and the Board was advised that both Finance Committee and Audit Committee had reviewed the financial statements.

She summarised the process for preparation and audit of the Financial Statements and noted that both PwC and the Office of the Comptroller and Auditor General (OCAG) intended to issue unqualified audit opinions. She then gave an overview of the financial position of the University at financial year-end (30-Sept-2024) for the Board.

The Treasurer/Chief Financial Officer outlined the key details of the Consolidated Financial Statements 2023/24 across the following headings:

- Consolidated Profit & Loss Overview FY 23/24
- Surplus – Outline of key components
- Consolidated Income & Expenditure
- Trinity Endowment Fund FY 23/24

With respect to the result reported for the year, the Treasurer/Chief Financial Officer advised that income had increased by 8% with the year-on-year increase driven by increases in student numbers, State funding and donation and investment income. There had been a significant increase in operating costs mainly driven by staff costs, in particular national pay awards. Both elements were key drivers of the reported increase in Earnings Before Interest, Tax, Depreciation, and Amortisation (EBITDA) for the year. While there was a €15.4m surplus before other gains and losses, the Treasurer/Chief Financial Officer advised Board that it included ringfenced donation funds for specific capital projects. She noted that the overall surplus included significant unrealised gains in relation to asset valuations in the Endowment Fund at year-end. The Treasurer/Chief Financial Officer also provided an analysis of key movements in income for FY 23/24, noting that diversification of income is a key part of the University's financial strategy.

Mr Patrick Moore, Deputy Chief Financial Officer, presented the key details of the Consolidated Financial Statements 2023/24 across the following headings:

- Capital Expenditure & Cashflow
- Research Income, Indirect Cost Income and Awards Signed FY20 - 24
- Statement of Financial Position
- Balance Sheet – Matters to Note
- Pensions
- Recap – Approvals & Next Steps.

The Deputy Chief Financial Officer noted that the deferred funding for Pensions on the Statement of Comprehensive Income was a new disclosure requirement of the HEA and income was fully offset by Pension Service costs and Interest costs within expenditure on the basis that State funding for pensions is expected to be provided to meet retirement funding obligations as they fall due. The net actuarial loss had been offset by the actuarial gain from changes in assumed inflation and discount rates in the year.

Ms Henry advised that the OCAg had also presented its audit findings to the Audit Committee and recommended the Financial Statements to the Board for approval. In addition, she advised the Board that the OCAg would be issuing an unqualified audit opinion.

Mr O'Connor advised the Board that PwC's audit findings were presented to the Audit Committee on 13 March 2025 and confirmed that PwC would be issuing an unqualified audit opinion and recommended the Financial Statements to the Board for approval.

Mr McDonagh, Chair of the Audit Committee, introduced the memorandum dated 18 March 2025 which provided an overview of Audit Committee's review, on behalf of Board, of the audits of the financial statements of the University. He acknowledged the efforts of those involved in the audits and confirmed that Audit Committee recommended the approval and signature of the Consolidated Financial Statements.

Board members welcomed the new layout of the Chief Financial Officer Report in the Consolidated Financial Statements and noted that the University's finances continue to be

finely balanced. A Board member advised that the University's commitments to sustainability were not purely driven by compliance and recommended that in future the scale of the work underway on Sustainability be better reflected in the Sustainability section of the CFO Report.

In response to a question, the Deputy Chief Financial Officer provided details on any items of non-compliant procurement and noted that steps would continue to be taken to prevent non-compliant procurement, noting there were robust procedures in place and the non-compliant procurement represented 0.2% of total expenditure.

In response to a question from a Board member on what surplus the University should target, the Treasurer/Chief Financial Officer advised that as a broad indicator of financial sustainability the OECD recommended delivering a surplus of 3% of income to allow for strategic reinvestment.

In response to a question, the Treasurer/Chief Financial Officer provided an update on the key components of external consultancy/adviser expenditure incurred during the year. In response to a Board member's observation that it would be beneficial to have more granular detail on this item presented in the Statement of Governance & Internal Control, the Secretary to the College confirmed that it was a requirement of the HEA to present the information in this manner and the Secretary to the College advised she would relay feedback of the Board to the HEA.

In response to a question why the Chair of the Board did not sign the Financial Statements, the Secretary to the College confirmed that legal advice was being sought on this matter.

In response to a question on the pension liability, the Treasurer/Chief Financial Officer advised that both PwC and OCAG auditors supported Trinity's assumption that State funding would be provided to meet retirement funding obligations as they fell due and noted that there was ongoing engagement with the HEA on the issue of pension funding.

The Board commended the Treasurer/Chief Financial Officer and thanked everyone involved in the finalisation of the audited financial statements. The Chairperson brought the item to a close and thanked the attendees from PwC and the OCAG for their contributions.

Action/Decision

165.01 The Board approved the memorandum from the Chair of the Audit Committee dated 18 March 2025.

165.02 The Board approved the documentation from the Treasurer/Chief Financial Officer and the Deputy Chief Financial Officer dated 19 March 2025 and noted the steps that would be taken after approval.

Ms Henry and Mr O'Regan left the meeting at this point.

BD/24-25/166 Trinity Endowment Fund Financial Statements for year ended 30 September 2025

The Treasurer/Chief Financial Officer introduced the item with reference to her presentation, dated 26 March 2025, which had been circulated in advance of the meeting. It was noted that the draft Trinity Endowment Fund Financial Statements for the year ended 30 September 2024 had been considered by the Finance Committee on 6 March 2025 and by the Audit Committee on 13 March 2025 and that PwC expected to issue an unqualified audit opinion once the financial statements were approved by the Board.

The Treasurer/Chief Financial Officer then provided the Board with an overview of the performance of the Endowment Fund for the year in question. She drew the Board's

attention to the key messages including the increase in net assets, reflecting buoyancy in equity markets in FY24, the overall return, net of management fees, of 16.9% for the year, along with the level of new Endowment donations received. Also summarised were the main elements of the Fund's performance in the financial year, under the following headings:

- Endowment Fund growth
- Income distributions to Trinity College Endowment Funds
- Investment objectives and asset allocations
- Sustainable Investment Policy and Investment Policy Statement

Mr O'Connor, PwC advised the Board that there were no issues to be brought to the attention of the Board. Mr McDonagh confirmed that the Audit Committee was not aware of any issues or concerns that would preclude Board approval of the Trinity Endowment Fund Financial Statements and Letter of Representation for the year under view and the Audit Committee recommended that they be approved as presented.

In response to a question on the level of capital donations received in FY23/24, the Provost advised that performance was in line with expectations and donations to the Endowment Fund represented a small percentage of total philanthropic donations to the University. The Treasurer/Chief Financial Officer noted that a new Endowment Fund and Legacies Fundraiser role in Trinity Development & Alumni was in the process of being recruited with the long-term goal of enhancing donations and legacies.

The Chairperson brought the item to a close and thanked the attendees from PwC and all those involved in the preparation of the Trinity Endowment Fund Financial Statements.

Action/Decision

- 166.01** The Board approved the memorandum from the Chair of the Audit Committee dated 18 March 2025.
- 166.02** The Board approved the documentation from the Treasurer/Chief Financial Officer and the Deputy Chief Financial Officer dated 19 March 2025.

FO and Mr O'Connor left the meeting at this point.

BD/24-25/167 Audit Committee Annual Report to Board 2024/2025

Mr McDonagh, Chair of the Audit Committee, introduced the item with reference to his presentation, dated 26 March 2025, which had been circulated in advance of the meeting. He outlined the role of the Audit Committee, the purpose of the Annual Report, gave an overview of the work performed by Audit Committee and the observations of the Audit Committee.

Mr McDonagh noted that work was underway to support the reduction in the number of outstanding recommendations as well as working with the Risk and Compliance Committee to identify and define material risks so that checks could be undertaken on the effectiveness of controls around material and emerging risks. He also noted his intention to engage collaboratively with management on any outstanding items or issues.

A Board member raised concerns about the presentation of information around the level of assurance for Internal Audit Reports and the limited amount of contextual information to enable the Board to understand the materiality and risks involved. The Board also noted the significant engagement of management with the Internal Audit function on these matters. In response to a number of questions, the Chair of the Audit Committee advised that outstanding recommendations were open for a range of different reasons, which the Audit

Committee monitored, and that there were no material matters to bring to the Board's attention at this stage.

Following discussion, the Board agreed that Board member Ms Orla Muldoon would work with relevant parties and bodies to identify opportunities to enhance the information presented by Audit Committee to the Board around materiality and risks associated with findings of Internal Audits. This would not interfere with the critical work of the Internal Audit and the role of Audit Committee.

Action/Decision

167.01 The Board noted and discussed the Audit Committee Annual Report 2024/25.

Mr McDonagh and Ms McAuliffe left the meeting at this point. Ms Hardiman left the meeting at this point.

Risk and Compliance Matters

BD/24-25/168 Report from the Chair of the Risk and Compliance Committee

Professor Mark Cunningham, Chair of the Risk and Compliance Committee (RCC) provided a high-level summary of the RCC meetings that took place in February and March 2025. Board noted that the Vice-President for Global Engagement presented to RCC on the risk relating to International Students on 5 February 2025. She had provided reassurance to RCC that close attention was being paid to the political environment and that there were no indications at this stage of adverse recruitment trends and steps were being taken already to diversify regions of focus.

Board noted that the Senior Lecturer/Dean of Undergraduate Studies had provided a comprehensive presentation on the risks and opportunities associated with Generative AI and its impact on teaching and research to RCC on 5 March 2025. Board noted that it would receive training at its Away Day in September on this matter. Board also noted that the Risk Management team planned to develop a risk interdependency map. Further work on the University Risk Register actions plans would be required to support accurate interdependency modelling.

Action/Decision

168.01 Board received a verbal report from the Chair of the Risk and Compliance Committee.

BD/24-25/169 Annual Governance Statement

The Deputy Secretary to the College introduced the item with reference to the memorandum from herself and the Secretary to the College/Director of Governance, dated 18 March 2025 which had been circulated in advance of the meeting and gave an overview of the Annual Governance Statement.

Action/Decision

169.01 Board approved the memorandum from the Deputy Secretary to the College and the Secretary to the College/Director of Governance, dated 18 March 2025 and accompanying Annual Governance Statement for submission to the Higher Education Authority.

People and Culture Matters

BD/24-25/170 Senior Academic Promotions Review Update

The Vice-Provost/Chief Academic Officer introduced the item with reference to the memorandum dated 18 March 2025 which had been circulated in advance of the meeting.

Professor Sheils provided an update on the Senior Academic Promotions Review, including indicative timelines.

In response to questions on timelines in Semester One of the coming academic year, the Vice-Provost/Chief Academic Officer advised that the consultation with Heads of School had been extended at their request and would continue until mid-April, which made it difficult to give precise timings for Semester One at this stage. She provided details on the next steps that would take place after the consultation period concluded and reassured the Board that work would continue at pace. In response to recommendations from Board members regarding membership of the working group and involvement in consultations, the Vice-Provost/Chief Academic Officer agreed to raise the matter with the Director of HR. Board noted that any further questions about timelines for activity could be taken up with the Vice-Provost/Chief Academic Officer offline.

Action/Decision

- 170.01** Board received an update from the Vice-Provost/Chief Academic Officer dated 18 March 2025.

Other

BD/24-25/171 Proposed Changes to the 2010 Consolidated Statutes

Professor Neville Cox, Registrar, Professor Philip Coleman, former Junior Dean, Mr Eoghan Gilroy, Students' Union Education Officer, and Ms Sorcha De Brunner, Governance Manager, joined the meeting for this item.

- (i) Chapter on Student Conduct and Capacity, and related Schedules**
- (ii) Chapter on Visitors**
- (iii) Chapter on Scholars**
- (iv) Chapter on Board**
- (v) Related Code of Practice for Student Disciplinary Investigations**

Professor Neville Cox, Registrar, introduced the proposed changes to the Chapter and Schedules in the Statutes dealing with Student Conduct and Capacity, and the Chapters dealing with Board, the Visitors and the Scholars, and Related Procedural Code with reference to the memorandum dated 17 February 2025 which had been circulated in advance of the meeting. The Registrar advised that the Review Group on Student Conduct and Capacity had reviewed the Chapter and Schedules pertaining to Student Conduct and Capacity and agreed proposed recommendations for changes. The Charter and Statutes Working Party reviewed those changes and agreed to submit the changes to the Board for approval. University Council had also approved the proposed changes at its meeting on 5 February 2025.

The Registrar provided a high-level overview of the proposed changes to the Statutes.

- The structure and wording of the Statutes were altered significantly, to make them more accessible to all users and easier to navigate.
- There was a proposal to remove the 'Panel of Enquiry' step in the appeal process.
- A Student Capacity Schedule had been created incorporating content currently contained in the Schedules on Mental Health and Fitness to Study.
- It was proposed to change the rules in various contexts to remove an unintended connection between student capacity and disciplinary matters.
- It was proposed that students would not be represented in disciplinary hearings other than at Visitor hearings.

- It was proposed that the Student Conduct Committee would no longer have student members.
- It was proposed that the rules in the Statutes pertaining to student discipline would be supplemented by a Code of Practice for Student Disciplinary cases, which was aimed at being a user-friendly guideline to the various procedures involved.

Board members welcomed the proposed changes which were considered to be fair and reasonable. They also welcomed the separation of capacity matters from disciplinary matters. Board members agreed that it was appropriate that there would be no legal representation in disciplinary cases, with the exception of Visitor hearings. In response to a Board member's observation about the operation of Fitness to Practise procedures, the Registrar advised that the Fitness to Practise Schedule remained largely unchanged and noted that the Board had recently approved amendments to the Fitness to Practise Policy.

In response to a question on the risk of suspension penalties being utilised to impede students' right to protest, the Registrar advised that there had been no amendment of the rules in the proposed amended statutes pertaining both to suspension of students for disciplinary offences and the legitimate right of students to assemble and express grievances. The Board agreed that the optimal approach was to wait until after the Taskforce had reported to the Board and for the Review Group to consider the specific issue of the parameters, if any, of students' right to protest at that stage.

Professor Coleman, Mr Gilroy and Ms De Brunner left the meeting at this point.

Action/Decision

- 171.01** The Board approved the memorandum from the Registrar dated 17 February 2025 conditional on the amendments to the Chapter on Student Conduct and Capacity receiving the assent of the Fellows and approval of the Visitors.

(vi) Schedule 1 to Chapter on Officers (Detailed Provisions relating to Officers)

Professor Denny and Dr Olmstead left the meeting for the duration of the item.

Professor Neville Cox, Registrar, introduced item (vi) with reference to the memorandum dated 17 February 2025 which had been circulated in advance of the meeting and highlighted the proposed key changes to Schedule 1 to the Chapter on Officers (Detailed Provisions relating to Officers).

Action/Decision

- 171.02** The Board approved the memorandum from the Registrar dated 19 March 2025.

Professor Cox left the meeting at this point.

Professor Denny and Dr Olmstead returned to the meeting.

BD/24-25/172 Fellowship 2025

The Provost, noting the highly confidential nature of the item, read out the names of those going forward for election to Fellowship and Professorial Fellowship. Reading out the names of those to be elected to Honorary Fellowship, the Provost provided a brief biography for each of those nominated. It was noted that the timeline for the assent of the Fellows to new Fellows was also on the agenda in Section C.

Action/Decision

- 172.01** The Board received the verbal report from the Provost.

BD/24-25/173 Visitors

The Secretary to the College/Director of Governance, provided a verbal update on cases brought to the Visitors.

Action/Decision

- 173.01** The Board received the verbal report from the Secretary to the College/Director of Governance.

BD/24-25/174 Taskforce on Academic and Institutional International Links

Professor Eoin O'Sullivan, Senior Dean, joined the meeting for this item.

Professor Eoin O'Sullivan, Senior Dean, provided a verbal update on the work of the Taskforce on Academic and Institutional International Links. The Taskforce had met six times, and a sub-committee had been established and met weekly to draft material for the Taskforce. Following a call for submissions on 2 December 2024 from the College Community, the Taskforce had received 77 submissions, of which nine were group submissions. A summary of those submissions as compiled by the Taskforce and could be circulated to Board members if required.

The Chair of the Taskforce, Mary Irvine, had drafted a set of ethical principles to inform, and draft procedures to apply to College's international academic, institutional and business partnerships and other relationships. The Sub-Committee had worked on these draft principles and presented them to the Taskforce. It was then focussing on the procedures and presenting a draft to the Taskforce. The intention was that these draft principles and procedures would be tested by applying them to the case of the current conflict in Gaza. The Taskforce was aiming to bring a set of proposals to the June Board meeting.

The Board asked that their thanks be conveyed to the Taskforce and the sub-committee for all their efforts so far. In response to a recommendation from a Board member that the testing of the ethical principles and draft procedures should take place with multiple cases, the Senior Dean advised that there was a commitment that testing would take place with the current conflict in Gaza first. In response to a question on representation on the Taskforce, the Senior Dean advised that the approach had been taken to solicit expert views as the principles and procedures were intended to have application to international academic, institutional and business partnerships and other relationships.

Action/Decision

- 174.01** The Board received the verbal report from the Senior Dean.

Major Strategy Item

BD/24-25/175 Strategic Plan 2025-30 Update

The Provost introduced the item with reference to the memorandum dated 19 March 2025 which had been circulated in advance of the meeting. Board members were encouraged to provide feedback on the first draft of the Strategic Plan 2025-2030 by the deadline 2 April 2025. Board members were reminded to be mindful of how they presented their feedback as the information could be disclosed under legislative requirements.

Some Board member raised concerns about the process for providing feedback, including that Board member's individual submissions could be disclosable and the collective nature of decision-making of the Board. The Provost noted that it would be difficult to attain the richness of the feedback being sought in a meeting setting.

Ms Goggin left the meeting at this point.

Following discussion of the sequencing of providing feedback, it was agreed to retain the feedback period as set out in the memorandum and to schedule an online consultation session for Board members after the closure of the feedback deadline.

Mr Farrell, Chairperson, left the meeting and Dr Kelly, Vice-Chairperson, chaired the meeting from this point.

Action/Decision

175.01 The Board received the documentation from the Provost dated 19 March 2025.

SECTION A.2 POLICY MATTERS ALREADY CONSIDERED BY PRINCIPAL COMMITTEES

BD/24-25/176 Risk and Compliance Annual Review Report 2023/24

The Board approved the memorandum from the Chair of the Risk and Compliance Committee and the Secretary to the College/Director of governance dated 7 March 2025.

BD/24-25/177 Quality: Assurance, Compliance and Governance

The Board approved the memorandum from the Secretary to the College/Director of Governance and the Vice-Provost/Chief Academic Officer, dated 7 March 2025.

BD/24-25/178 University Risk Appetite Statement

The Board approve the memorandum from the Chief Risk Officer dated 18 March 2025.

BD/24-25/179 Small Gifts and Benefits Policy

The Board approved the memorandum from the Financial Operations Manager dated 19 March 2025.

BD/24-25/180 Revised Travel Policy

The Board approved the memorandum from the Financial Operations Manager dated 19 March 2025.

BD/24-25/181 Evacuation Marshal Policy

The Board approved the memorandum from the Head of Safety dated 18 March 2025.

BD/24-25/182 Trinity Asia Services Ltd – Liquidation

The Board approved the memorandum from the Project Appraisal Manager, Secretary to the College/Director of Governance, and Professor Juliette Hussey dated 12 March 2025.

BD/24-25/183 Standing down of Policy on Covid-19 Vaccination for Students in Clinical Placements or Placements in Allied Settings

The Board approved the memorandum from the Dean of Health Sciences dated 12 March 2025.

SECTION B MINUTES FROM COMMITTEES

BD/24-25/184 Board Business Callover

The Board noted the callover updated to 26 February 2025.

BD/24-25/185 University Council

In response to a question about the possibility of Council discussing the status of PhD students, the Provost clarified that this was a matter for Council and the appropriate route for raising this matter was via the postgraduate student representative on Council.

Action/Decision

185.01 The Board approved the draft acta of the meeting of 12 March 2025.

BD/24-25/186 Audit Committee

The Board approved the minutes of the meeting of 11 February 2025.

BD/24-25/187 Finance Committee

The Board approved the draft minutes of the meeting of 6 March 2025

BD/24-25/188 Quality Committee

The Board approved the draft minutes of the meeting of 6 March 2025.

BD/24-25/189 Risk and Compliance Committee

The Board approved the draft minutes of the meeting of 5 March 2025.

SECTION C MATTERS FOR NOTING AND APPROVAL

BD/24-25/190 Board Membership – Student’s Union

- (i) The Board that the following have been elected, and will serve as Board members for the academic year 2025/26:
President: Seán Thim O’Leary
Welfare Officer: Deirdre Leahy
- (ii) The Board noted that the incoming members listed in (i) above may attend to observe the Board meeting of 4 June 2025.

BD/24-25/191 Membership of Committee of Board

The Board noted and approved the memorandum from the Registrar dated 18 March 2025.

BD/24-25/192 Head of School

The Board noted and approved the nomination of Professor Bernice Murphy as Head of the School of English from 2 June 2025 to the end of Trinity Term 2028.

BD/24-25/193 Timelines for the Assent of the Fellows

- (i) **New Fellows**
The Board noted and approved the memorandum from the Registrar dated 18 March 2025.
- (ii) **Chapters on Student Conduct and Capacity, Visitors, Scholars and Board**
The Board noted and approved the memorandum from the Registrar dated 18 March 2025.

BD/24-25/194 Foundation Scholarship 2025

The Board noted and approved the memorandum from the Senior Lecturer and Dean of Undergraduate Studies dated 11 March 2025.

BD/24-25/195 Intermission of Foundation and Non-Foundation Scholarship

The Board noted and approved the memorandum from the Senior Lecturer and Dean of Undergraduate Studies dated 12 March 2025.

BD/24-25/196 Prizes and Other Awards

(i) Establishment of the Dr Hillas Smith Medical Research Award

The Board noted and approved the memorandum from the School of Medicine dated 14 November 2024.

(ii) Hannah McDowall Nursing Scholarship

The Board noted and approved the memorandum from the School of Nursing dated 24 February 2025.

BD/24-25/197 Higher Degrees

The Board noted the Higher Degrees approved by Council on 12 March 2025.

BD/24-25/198 HEAnet CLG Board – Trinity Representative

The Board noted and approved the memorandum from the Secretary to the College/Director of Governance dated 19 March 2025.

BD/24-25/199 Borrowing Framework and Loan Guarantees

The Board noted and approved the memorandum from the Project Appraisal Manager and the Senior Corporate Finance Accountant dated 12 March 2025.

BD/24-25/200 Associated Companies - Directors' Reports

The Board noted and approved the memorandum from Secretary to the College/Director of Governance dated 19 March 2025.

BD/24-25/201 Related Entity Financial Reporting

The Board noted the memorandum from the Treasurer/Chief Financial Officer dated 18 March 2025.

BD/24-25/202 Financial Services Division Annual Report 2023/24

The Board noted the report for 2023/24.

BD/24-25/203 Sealings

The Board noted the sealings (attached as appendix 1 to this minute).

This information restricted due to commercial sensitivity.

BD/24-25/204 Dates of Board and Council meetings 2025/26

The Board noted and approved the memorandum from the Secretary to the College/Director of Governance and the Governance Manager, dated 19 March 2025.

SECTION D PERSONNEL MATTERS

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

Signed:

Date: