



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Board Meeting 4 June 2025

This meeting was held in the Trinity Board Room

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

Apologies: Dr N Hardiman, R Matthews McKay, Professor I Arnedillo Sánchez, Dr D Thornhill.

In attendance

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

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

BD/24-25/211 Statement of Interest

The Secretary to the College/Director of Governance advised the Board that there were statements of potential conflict of interest in respect of Item A5 from herself, Jenny Maguire, Professor Walsh, Professor O'Farrelly, the Chief Innovation and Enterprise Officer and the Treasurer/Chief Financial Officer and proposed that they remain in the meeting.

The Secretary to the College/Director of Governance advised the Board that she had received statements of potential conflict of interest in respect of A13 from the Vice-Provost/Chief Academic Officer and the Chief Strategic Developments Officer (Bursar). Having discussed the matter with the Vice-Provost/Chief Academic Officer and the Chief Strategic Developments Officer (Bursar), the Secretary to the College/Director of Governance proposed, and it was agreed, that Vice-Provost/Chief Academic Officer and the Chief Strategic Developments Officer (Bursar) leave the meeting for the duration of the item.

The Secretary to the College/Director of Governance advised the Board that she had received a statement of potential conflict of interest in respect of C40 from the Chief Operating Officer. Having discussed the matter with the Chief Operating Officer the Secretary to the College/Director of Governance proposed, and it was agreed, that the Chief Operating Officer leave the meeting for the duration of the item.

The Secretary to the College/Director of Governance advised the Board that she had received statements of potential conflict of interest in respect of C43 from Professor Walsh, Professor O Farrelly, and Professor Cunningham and proposed that they remain in the meeting.

BD/24-25/212 Recognition of Contribution

The Chairperson advised the Board that this would be Jenny Maguire, Hamza Bana, and Jovan Jeromela's final meeting. The Board thanked them for their contribution to the Board.

SECTION A.1 POLICY AND STRATEGIC MATTERS

BD/24-25/213 Minutes

- (i) Board approved the draft minutes of 26 March 2025 subject to the amendments as circulated to the Board being made.
- (ii) Board approved the draft minutes of 28 April 2025 (Trinity Monday).

BD/24-25/214 Matters Arising from the Minutes

Arising from minute BD/24-25/185, Jovan Jeromela updated Board on his meeting with the Provost regarding the sector's approach to PhD students' status where they agreed that there needed to be open discussions in the sector about this matter.

Jenny Maguire, Hamza Bana, Deirdre Leahy and Seán Thim O'Leary joined the meeting at this point.

Arising from minute BD/24-25/167, Orla Muldoon provided an update on a meeting that had taken place between herself, the Chairperson of the Audit Committee, Chairperson of the Risk & Compliance Committee, the Head of Internal Audit and the Secretary. It had been a positive and productive meeting with the discussion focusing on the Audit Committee Report to the Board and what the content of the Report should include. The Chairperson of the Audit Committee advised that the Audit Committee was reviewing the content of the Audit Committee report at the moment. Discussion also focused on enhancing communication between the Audit and the Risk & Compliance committees to support Internal Audit targeting the highest categories of risk with its resources. Professor Cunningham, Chairperson of the Risk and Compliance Committee advised that the Chairpersons of the Audit Committee and the Risk & Compliance Committee would meet quarterly to support alignment between risks identified and the focus of Internal Audit resources.

BD/24-25/215 Board Membership – Student's Union

- (i) The Board noted that Seán Thim O'Leary and Deirdre Leahy had been elected and would serve as members for the academic year 2025/26.
- (ii) The Board noted and approved that Thim O'Leary and Leahy would attend to observe the Board meeting of 4 June 2025. The Chairperson reminded the observers of their obligations in respect of maintaining confidentiality of Board discussions.

BD/24-25/216 Provost's Report

The Provost provided a verbal report on the following matters:

(i) Systematic and joined up approach to Projects

Board noted that the development of the Strategic Plan had prompted an evolution in the University's approach to projects with a systematic and joined up approach, as exemplified by financial forecasting, capital projects masterplanning, the strategic approach to global partnerships currently in development, and the outputs from the HEA funded Human Capital Initiative.

(ii) Public Affairs

The University has prioritised engaging dynamically nationally and at the European level to promote matters such as increasing core funding and encouraging the next iteration of research funding initiatives and research infrastructure investment. The next iteration of the Programme for Research in Third Level Institutions (PRTLII) funding scheme had recently been announced by Minister Lawless. It had been confirmed that FP10 would be a self-standing

programme rather than being incorporated into the European Competitiveness Fund. The Board noted the University's priority to promote the impact and importance of Arts and Humanities research.

(iii) Reflections on appointments to key positions and national research developments

The Board noted the Provost's reflections on the appointment of people with a Trinity background to a number of key national roles, including Professor Aoife McLysaght, Chair of Evolutionary Genetics at Trinity, who was appointed as Government Science Advisor, and the recent appointment of Dr Diarmuid O'Brien as CEO of Taighde Éireann – Research Ireland, who had been Trinity's first Chief Innovation & Enterprise Officer.

The Board also noted the Provost's update in respect to the government's new Global Talent Fund. This fund had recently been announced by Minister Lawless after receiving government approval. The fund will provide additional resources nationally to attract further international research talent to Ireland.

(iv) Successes

The Board noted that Professors Johnathan Coleman and Jennifer McElwain had been elected as Fellows of the Royal Society and extended their congratulations.

(v) Recognition of contributions of staff, students and Board members

The Board noted the Provost's thanks to staff, students and Board members who had volunteered their time to the University for various pieces of activity. These generous contributions and volunteering of time were valued and supported the continued success of Trinity.

Major Strategy Item

BD/24-25/217 Strategic Plan 2025-2030

Keith Creedon, Head of Financial Planning and Analysis, joined the meeting for this item.

The Provost introduced the item with reference to her memorandum dated 28 May 2025 which had been circulated in advance of the meeting. The Provost provided an update on the developments that had taken place since the Board meeting on 26 March 2025, where Board members had an opportunity to share feedback on the initial draft of the Strategic Plan followed by a dedicated meeting convened for Board members where further input was gathered. The draft version presented to Board endeavoured to take account of board all the feedback received to date and an appendix to the memorandum provided further information on inputs received and the actions that had been taken in response. The Provost noted that also circulated with the memorandum and the draft Strategic Plan was a presentation on the 5-year financial forecasts, including expenditure on the Strategic Plan and related risks and possible responses to such risks. The Provost advised on the next steps following Board's approval of the Strategic Plan including plans for reporting.

Board members congratulated all involved in the drafting of the Strategic Plan and welcomed the response taken to the feedback. The Provost undertook to make some further amendments to the Strategic Plan based on observations from Board members which would include a point on philanthropy.

217.01 The Board considered and approved the memorandum from the Provost dated 28 May 2025.

217.02 The Board considered and approved the Strategic Plan 2025-2030.

Introducing the Five-Year Financial Forecasts to the year ended 30 September 2030, the Treasurer/Chief Financial Officer outlined the purpose and objectives of the forecasts.

Professor O'Farrelly joined the meeting at this stage.

The Treasurer/Chief Financial Officer noted that the forecasts aligned with the new Strategic Plan 2025-30 and included income and expenditure, cash flow, capital expenditure and gearing projections. The Treasurer/Chief Financial Officer provided an update on the five-year income and expenditure forecast summary and advised that a focus on income growth and cost management would be required over the next five years.

The Head of Financial Planning introduced a model, developed by Financial Services Division (FSD), which provided a baseline for scenario modelling and to illustrate the adaptability of the model, he set out the financial impact of a range of potential external shocks on the baseline along with risk reduction/strategies and initiatives the University could put in place in mitigation. The intention is to report annually to the Board, and forecasts would be updated dynamically as required.

Board members welcomed the Five-Year Financial Forecasts and scenario modelling and noted the importance of the University managing its cost base and growing income over the lifetime of the new Strategic Plan. In addition to the annual presentation, the Board requested that the Treasurer/Chief Financial Officer notify the Board on changes or concerns that would impact on the Five-Year Financial Forecasts.

In response to a question on the financial modelling for Digital Transformation, the Treasurer/Chief Financial Officer advised that the new Chief Operating Officer needed to input into the plans around Digital Transformation. The forecasts would be updated as more details became available and there would be business cases for each element. The Provost noted that depending on the context, it may be possible that components of the Digital Transformation plans could be delivered over varying timelines.

A number of Board members advised that it was important to manage the cost base and to be vigilant about staffing numbers. The Treasurer/Chief Financial Officer advised that any staffing increases associated with the Strategic Plan would need to be managed within budgetary constraints and where there was a need to take cost mitigation action, this could be addressed. The Board would be updated on such developments through the usual quarterly reporting to the Board.

A Board member noted that teaching capacity was an integrated matter that involved matters such as teaching assessment and would be important to consider opportunities for assessment methods that increased teaching capacity without impacting on standards. The Vice-Provost/Chief Academic Officer advised this would be a priority and the Senior Lecturer was exploring the opportunities for increasing capacity supported by artificial intelligence and technology.

There was a discussion about non-EU student recruitment and the ongoing diversification of recruitment markets and the potential impact of a shock. The Treasurer/Chief Financial Officer advised that FSD worked closely with Trinity Global and Academic Registry and provided details on the reporting that took place. The Provost advised that it was expected that recruitment patterns would change over the lifetime of the Strategic Plan and beyond and the Vice-President for Global Engagement and her team were developing plans on this matter. A Board member requested an update on international recruitment.

In response to a question on the University's liability should the institution's climate commitments not be met, the Treasurer/Chief Financial Officer advised that this had not been factored into the forecasts, confirming that the only element included was operational costs. She noted that opportunities for acquiring funding such as Pathfinder Programme funding were pursued as they arose.

Action/Decision

- 217.03** The Board received a presentation on the 5-year financial forecasts and related risks from Treasurer/Chief Financial Officer and the Head of Financial Planning and Analysis dated 28 May 2025.

Keith Creedon left the meeting at this point.

BD/24-25/218 Report of the Taskforce on Academic and Institutional International Links and Related Matters

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

The Chairperson reminded Board members that confidentiality must be observed to support open discussion and debate. The Senior Dean introduced the item with reference to the report from the Taskforce on Academic and Institutional International Links and Related Matters (the Taskforce) dated 27 May 2025 which had been circulated in advance of the meeting. The Senior Dean reminded the Board of the purpose and mandate of the Taskforce as approved by the Board on 9 October 2024 and by Council on 16 October 2024.

The Senior Dean set out details on the membership of the Taskforce and the approach taken by the Taskforce for gathering submissions on the issues the Taskforce was mandated to consider. The Taskforce also had the assistance of a number of experts and considered the reports of other universities. The Senior Dean advised that due to the timeframes involved for reporting to the Board, a number of sub-committees of the Taskforce were established which met on numerous occasions for the purpose of providing advice to the Taskforce. The Taskforce met on 14 occasions. The Senior Dean advised that the Taskforce unanimously supported the findings and recommendations as set out in the report.

The Senior Dean set out the key outputs of the Taskforce which included a set of draft principles, draft procedures to guide the Board and College's principal committees in the application of these draft principles, recommendations for governance structures and a set of recommendation with respect to Israel.

The discussion was conducted in two parts:

(i) Recommendations of the Taskforce with respect to Israel:

The Senior Dean advised that based on the wide range of evidence considered, and applying the draft principles and procedures to this evidence, the Taskforce determined that the way the Israeli military has pursued its activities in Gaza was sufficient to justify a set of recommendations being presented by the Taskforce to the Board. Acknowledging that the Taskforce had extended its remit by preparing a set of recommendations, the Taskforce nonetheless recommended the following:

- Investments: The Taskforce notes that College has already divested from Israeli companies on the UN Blacklist. Following a detailed consideration of the relevant facts, and for the reasons detailed in this report, the Taskforce recommends that College fully divest from all companies headquartered in Israel.

- Suppliers: The Taskforce notes that College has no current supply contracts with Israeli companies. Insofar as the future is concerned, for the reasons detailed in this report, the Taskforce recommends that College enter into no future supply contracts with Israeli firms.
- Commercial Relationships: The Taskforce accepts that College's existing Intellectual Property-related contracts are acceptable as they are not collaborative contracts. Insofar as the future is concerned, for the reasons detailed in this report the Taskforce recommends that College enter into no new commercial relationships with Israeli entities.
- Academic Ties: College has two current Erasmus+ exchange agreements with Israeli universities. Participation in these programmes has been on an inbound basis only since September 2023. For the reasons detailed in this report the Taskforce recommends that College enter into no further mobility agreements with Israeli universities.
- Research Collaborations: College is engaged in a number of EU-funded research consortia which include Israeli partners. There is no evidence to associate any of these with breaches of international humanitarian law or human rights violations. The Taskforce accepts that College cannot readily extract itself from these agreements. However, for the reasons detailed in this report, the Taskforce recommends that College should not submit for approval or agree to participate in any new institutional research agreements involving Israeli participation. Furthermore, College should seek to align itself with like-minded universities and bodies in an effort to influence EU policy concerning Israel's participation in such collaborations.

Board noted the rationale provided by the Taskforce that it considered it contrary to its Terms of Reference and an abrogation of its duties to fail to make recommendations for the range of reasons set out in the report. Nonetheless, a number of concerns were raised by Board members in relation to the Taskforce broadening its remit.

The Board noted the evidence provided by the Taskforce to support making these recommendations with respect to Israel specifically involving academic and international links. The Board recognised the enduring value of the Erasmus+ programme allowing exchange of staff and students. Following lengthy discussion, the Board recognised that any international or national research programme involving research funding, actions or student exchange constituted an institutional relationship, regardless of the scale. This did not preclude students or staff from Israeli Universities from participating in non-institutional level arrangements.

The Board discussed the Taskforce's consideration of the concepts of Academic Freedom and Institutional Autonomy, within the context of the Taskforce's recommendations with respect to Israel. The Board noted that the Taskforce considered the two concepts to be intertwined and that both concepts must be exercised with the highest ethical standards. Decisions based on Institutional Autonomy, to sever links with complicit universities are, in the opinion of the Taskforce, consistent with academic freedom when grounded in international legal norms. Board concluded that while accepting the recommendations could be described as not being incompatible with academic freedom, this decision could not be described as promoting or advancing academic freedom.

A Board member noted that professional services staff should be able to rely on Freedom of Conscience as professional services also engaged on institutional level initiatives in various ways. A Board member advised that they would have welcomed more nuanced engagement in the topics in the main body of the report, often this information was found in the appendices and in the summary of submissions.

There would be a marginal amendment to the requested decision for approval, which clarified the standalone nature of the decision and that it was not rooted in an application of the Taskforce's proposed procedures.

Action/Decision

- 218.01** The Board approved the recommendations of the Taskforce with respect to Israel subject to the changes as agreed by the Board. These would be enacted for the duration of the ongoing violations of international and humanitarian law and would be kept under review by the Board.

(ii) Discussion of the Taskforce Recommendations on Processes and Procedures

A substantial number of Board members had concerns with the proposed governance arrangements and how it would fit within existing governance structures, how such arrangements would interface with the Board and the proposed obligations for how Board would communicate its decisions. Board agreed that further work would be required on the governance arrangements and procedures should there be a decision to adopt the recommended approach.

There was discussion of the process for circulating the Taskforce Report to relevant committees. It was agreed that the distribution of the Taskforce Report to the relevant committees for further deliberation would be accompanied by a cover memo from the Board and that this would take place in Michaelmas Term 2025/26 given the timings in the current academic year. This consultation would involve seeking feedback on the governance arrangements, procedures, as well as the principles. The Board would consider the feedback from those committees in due course alongside the recommendations of the Taskforce Report.

Action/Decision

- 218.02** In line with the terms of the resolution statement last year, the Board carefully considered the Taskforce report and, noting some structural concerns, agreed to the distribution of the Taskforce Report to relevant committees in the Michaelmas Term Academic Year 2025/26 for further consideration with a particular focus on governance.

The Board thanked the Taskforce for all their efforts and recognised that the work of the Taskforce had involved a significant time commitment.

Professor O'Sullivan and Jenny Maguire left the meeting at this point.

Financial/Audit Matters

BD/24-25/219 Quarterly Financial Review and Forecasts Q1 and Q2 2024/25

The Treasurer/Chief Financial Officer introduced the item with reference to her presentation dated 27 May 2025 which had been circulated in advance of the meeting. She presented a summary of the key financial highlights from Quarter 2 FY 2024/25 and Full-Year Forecast to 30 September 2025 across the following headings:

- Financial Performance Q2 FY2024/25 & Full-Year Forecast to 30 September 2025
- Q2 FY2024/25 Summary I&E Dashboard – Full Year Forecast versus Budget & Prior Year
- Q2 Financial Summary Dashboard
- Trinity's Gearing – Loans/Debt Profile – 31 March 2025
- Trinity's Gearing/Cashflows – Existing Debt Repayment Commitments

The Treasurer/Chief Financial Officer drew the Board's attention to the financial summary dashboards for Q2 FY2024/25 actuals, budget and full year re-forecast for 2024/25, noting

both total surplus and EBITDA reported for Q2 were higher in the first six months than in the prior year and were favourable to budget, with income ahead of budget across all key income streams. The forecasted surplus to 30 September 2025 (before unrealised gains/losses) was also ahead of budget mainly due to accelerated donation income and operational costs were forecast to be favourable to budget due to pay buoyancy. Utility costs were marginally ahead of budget but were forecast to come in on budget.

The Treasurer/Chief Financial Officer advised that final student registration number submitted to the Higher Education Authority were 3% ahead of the prior year and noted the movement in ratio of EU/Non-EU students and resulting impact on Academic Fee income.

While closing cash was down on the previous quarter the University maintained strong liquidity in Q2 with the majority of cash held for capital and research projects. The Treasurer/Chief Financial Officer provided an update on the University's gearing and loan/debt profile, along with future committed borrowings and the incremental increase in debt repayments expected during the year.

The Treasurer/Chief Financial Officer advised the Board that Q2 research income was behind the prior year, attributable to the uneven allocation of awards. Research activity (expenditure) was ahead of 2024 levels whilst new proposals had decreased in Q2 FY 2024/25, attributable to the fact that in the prior year, there had been submissions of bids for significant Research Ireland Centre grants.

There was a request from a Board member to receive a summary of the overhead rate by research funders and the Treasurer/Chief Financial Officer agreed this information would be included in future quarterly reports to Board members.

Action/Decision

- 219.01** The Board noted and discussed the presentation from the Treasurer/Chief Financial Officer dated 27 May 2025.

Critical Infrastructure Matters

BD/24-25/220 Strategic Capital Projects Dashboard

The Chief Strategic Developments Officer (Bursar) introduced the item with reference to her presentation which had been circulated in advance of the meeting. The Chief Strategic Developments Officer (Bursar) advised that the integrated design team were progressing with design and conservation options for the Old Library Redevelopment Project and referred to the Finance Committee minutes included for Item 9, Old Library Redevelopment Project. She noted that the Preliminary Business Case would return for consideration for governance approvals in October 2025. For the Book of Kells Experience, a planning permission application for the Pavilion and Printing House will be submitted to Dublin City Council in the coming months given the need to keep in step with the timelines for the Old Library Redevelopment Project.

The Chief Strategic Developments Officer (Bursar) provided an update on the missed completion date for the E3 Learning Foundry. There had been a delay in the provision of documentation by the main contractor required for the Building Control (Amendment) Regulations 2014 (BCAR) and also delays in testing and commissioning of the building. Completion is anticipated by the end of June however there are concerns around readiness for September occupation should completion be delayed beyond the end of June. The project remained within Board approved budget.

It was noted that Portal was due for handover the following day with furnishing and fitout taking place over the Summer. The Board was being asked to approve a request in relation to the Laidlaw Library at the meeting today under Item 8.

The change request to refurbishment for Trinity South was being considered by the HEA for approval. The Dartry Project remained on hold and the Chief Strategic Developments Officer (Bursar) provided an update on developments.

Action/Decision

220.01 The Board received the Capital Projects Dashboard.

BD/24-25/221 Laidlaw Library Project

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

Professor Kevin O’Kelly, Project Sponsor, introduced the item with reference to his presentation, dated 26 May 2025 which had been circulated in advance of the meeting. He provided an overview of the development of the Project which had had been approved by Trinity Board in March 2025 with funding approved to the end of detailed design and tender preparation. Since then, an outline scheme has been designed and presented to both the Laidlaw Foundation and the Critical Infrastructure Committee, receiving approval to continue to the detailed design phase.

The University had applied to the Higher Education Energy Efficiency and Decarbonisation Pathfinder Programme 2023 and had received notification that it had been successful and had been approved for a grant to help retrofit the 3 GCHQ building in a sustainable way.

In April, Capital Review Group instructed the Project Team to assess the feasibility of combining the Trinity Laidlaw Project and Pathfinder into one single construction project with details provided on the impact of the costs and the project duration, with the net change of one additional month for completion.

Board was asked to approve the updated scope, programme and budget to reflect the inclusion of the Pathfinder sustainability upgrades, noting that the uplift in budget was completely covered by the Pathfinder award, and to instruct the design team to progress to the completion of Stage 3 of the updated project scope.

The Board congratulated those involved for securing the Pathfinder funding. In response to a question on the budget uplift, Professor O’Kelly advised that the Pathfinder funding enabled specific works that had not been included in the Laidlaw Library Project, for example, replacing the gas boiler with air source heat pump for heating. The Board had approved funding to the end of detailed design and tender preparation (Stage 3) in March 2025 for the Laidlaw Library Project. Since then, there had been over €700k saved in value engineering which allowed the approved budget envelope as funded by the Laidlaw Foundation not be exceeded.

Action/Decision

221.01 The Board approved the presentation from the Project Sponsor dated 27 May 2025.

Professor O’Kelly and Stephen Walsh left the meeting at this point.

BD/24-25/222 Old Library Redevelopment Project

Professor Eoin O Sullivan, Senior Dean, and Edwina Hegarty, Senior Programme Manager for Strategic Projects joined the meeting at this stage.

The Senior Dean introduced the item with reference to the memorandum from himself and the Senior Programme Manager for Strategic Projects presentation dated 27 May 2025 which had been circulated in advance of the meeting. The preliminary business case and the documentation for Gate 1 approval would be ready in August 2025, with Stage 1 due to end in August. In order not to delay the project, the Board was being asked to approve the project to continue to Stage 2a, noting the Preliminary Business Case would return for consideration for governance approvals in October 2025. The Senior Dean noted that there were sufficient funds for Stage 2a in the current Expenditure Budget, and an additional expenditure budget was not required at this time.

The Board noted the Senior Dean's update on progress made on the OLRP, in particular the design challenges addressed by the new integrated design and the observations of the Independent Monitor, some outstanding design challenges being worked through, and the deliverables that remained in scope.

The Board noted that there were a number of outstanding matters around the circulation of visitors and that would need careful planning. The Senior Dean confirmed that this would be covered in the Preliminary Business Case. The Board also advised that it would be important for the project to take on board the lessons from the approval of the business case in 2021.

Action/Decision

- 222.01** The Board, noting there were sufficient funds available in the approved expenditure budget, approved the request to move to Stage 2a.

Edwina Hegarty left the meeting at this point.

Other

BD/24-25/223 Trinity Legacies Review Working Group – Recommendation to Board

The Senior Dean introduced the item with reference to his memorandum dated 28 May 2025. In November 2024, the Trinity Legacies Review Working Group (TLRWG) considered a detailed working paper titled Trinity Tenants: Exploring TCD's history, legacies, and memorialisation of its role as a colonial landlord. This working paper explored the history and memorialisation of the College estates, as well as archival and financial legacies. After its initial consideration of this working paper, the TLRWG met on two further occasions to determine the recommendations to the Board. There were three options for consideration by the Board with a recommendation that option 1 and 3 be approved and option 2, involving digital access, be approved and enacted as financial resources became available to facilitate the digital access as envisaged.

Board members welcomed the recommendations and the very engaging and detailed working paper which reflected on the University's colonial legacy. The Board encouraged thought be given on how best to facilitate engagement with the material.

Action/Decision

- 223.01** The Board approved the memorandum from the Provost dated 28 May 2025.

Professor O'Sullivan left the meeting at this point.

BD/24-25/224 Proposed Changes to the Consolidated Statutes, 2010

Item deferred.

BD/24-25/225 Consolidated Statutes, 2010 Assent of the Fellows

Item deferred.

Professors Denny and Sheils left the meeting for the duration of this item.

BD/24-25/226 Annual Officers

The Provost introduced the item with reference to her memorandum dated 27 May 2025 and the nominations in respect of Annual Officers as contained within.

Action/Decision

226.01 The Board approved the memorandum from the Provost dated 27 May 2025.

Professors Denny and Sheils returned to the meeting.

BD/24-25/227 Any Other Business

There was no other item of urgent business.

SECTION A.2 POLICY MATTERS ALREADY CONSIDERED BY PRINCIPAL COMMITTEES

BD/24-25/228 Revised Treasury Policy

The Board approved the memorandum and the accompanying policy from the Project Appraisal Manager and the Corporate Financial Accountant dated 21 May 2025.

BD/24-25/229 Revised Sustainability Policy

The Board approved the memorandum and the accompanying policy from Vice-President for Biodiversity and Climate Action dated 27 May 2025.

BD/24-25/230 Revised Protected Disclosure (Whistleblowing) Policy

The Board approved the memorandum and the accompanying policy from the Secretary to the College/Director of Governance dated 27 May 2025.

BD/24-25/231 Library Trinity College Dublin Annual Report 2023/24

The Board approved the Library Trinity College Dublin Annual Report 2023/24 from the Librarian and College Archivist dated 23 May 2025.

BD/24-25/232 Open Licensing of the Library's Digitised Content Policy

The Board approved the Open Licensing of the Library's Digitised Content Policy.

SECTION B MINUTES FROM COMMITTEES

BD/24-25/233 Board Business Callover

The Board noted the Board Business Callover updated to 26 March 2025.

BD/24-25/234 University Council

(i) The Board approved the Acta of the meeting of 16 April 2025.

There was a discussion of minute CL/24-25/130, Trends in HEAR (Higher Education Access Route) and DARE (Disability Access Route) Schemes and the emerging pattern with regard to numbers for both schemes.

- (ii) The Board approved the draft Acta of the meeting of 14 May 2025.

BD/24-25/235 Audit Committee

The Board approved the minutes of the meeting of 13 March 2025.

BD/24-25/236 Critical Infrastructure Committee

The Board approved the minutes of the meeting of 13 February 2025.

BD/24-25/237 Finance Committee

The Board approved the draft minutes of the meeting of 10 April 2025.

BD/24-25/238 People and Culture Committee

- (i) The Board approved the amended minutes of the meeting of 28 November 2024.
- (ii) The Board approved the minutes of the meeting of 13 February 2025.

BD/24-25/239 Quality Committee

The Board approved the draft minutes of the meeting of 1 May 2025.

BD/24-25/240 Risk and Compliance Committee

The Board approved the draft minutes of the meeting of 22 March 2025.

SECTION C MATTERS FOR NOTING AND APPROVAL

BD/24-25/241 Board Business Approved by Written Procedure

The Board noted that the enclosed memorandum from the Provost, dated 28 March 2025, was approved by Board on 31 March 2025.

BD/24-25/242 Administrative Procedures Summer Session

The Board noted and approved that items of routine College business relating to Board will be dealt with by the Provost or Vice-Provost/Chief Academic Officer between the last Board meeting of 2024/25 (4 June 2025) and the first Board meeting of 2025/26 (17 September 2025), and a report will be made to Board at its meeting of 17 September 2025.

BD/24-25/243 Heads of School

- (i) The Board noted and approved the following nominations:
 - (a) Professor Colin Doherty as Head of the School of Medicine for a second term to the last day of Trinity Term 2028
 - (b) Professor Astrid Sasse as Head of the School of Pharmacy and Pharmaceutical Sciences from 2 June 2025 to the last day of Trinity Term 2028
 - (c) Professor Matthew Saunders as the Head of the School of Natural Sciences from 2 June 2025 to the last day of Trinity Term 2028
 - (d) Professor Katrin Wendland as Head of the School of Mathematics from 2 June 2025 to the last day of Trinity Term 2028
 - (e) Professor Anil Kokaram as Head of the School of Engineering from 2 June 2025 to the end of Trinity Term 2028
 - (f) Professor Paul O'Grady as Head of the School of Social Sciences and Philosophy for a second term to the end of Trinity Term 2030.
- (ii) The Board noted and approved the memorandum from the Dean of the Faculty of Science, Technology, Engineering and Mathematics and Professor John Donegan,

School of Physics, in relation to the Head of the School of Physics, dated 26 May 2025.

BD/24-25/244 Internal Audit Charter

The Board noted and approved the memorandum from the Internal Auditor dated 27 May 2025.

BD/24-25/245 Audit Committee Revised Terms of Reference

The Board noted and approved the memorandum from the Audit Committee dated 27 May 2025.

BD/24-25/246 Academic Appeals Committee Membership

The Board noted the memorandum from the Registrar dated 27 May 2025.

BD/24-25/247 Almanack 2025 - 2026

The Board noted and approved the memorandum from the Editor of the University Calendar dated 26 May 2025.

BD/24-25/248 Pro-Chancellors

The Board noted that the following have been elected as Pro-Chancellors of the University of Dublin to take up post at the start of the 2025/26 academic year, or as soon as possible thereafter:

- (i) Hugo MacNeill, BA (Econ.), Sch. (Commencing 2025/26)
- (ii) Mark Orr, King's Counsel, BA (Mod) Legal Science (filling current vacancy)
- (iii) Gerard McHugh, FTCD, MA (Sheffield), MA (Dub.), PhD (Loughborough) (Commencing 2025/26)

BD/24-25/249 Prizes and Other Awards

(i) Establishment of Capstone Project Prize in Psychology

The Board noted and approved the memorandum from the School of Psychology dated 7 May 2025.

(ii) Establishment of the Professor John Monaghan Prize

The Board noted and approved the memorandum from the School of Engineering dated 23 May 2025.

(iii) Amendment of the Edge Prizes in Botany and the Establishment of the David Jeffrey Prizes in Environmental Sciences

The Board noted and approved the memorandum from the Discipline of Botany dated 9 April 2025.

(iv) Establishment of the Coey Medal and Prize in Physics and removal of the Tercentenary of Physics in Trinity Medal and Prize

The Board noted and approved the memorandum from the School of Physics dated 7 May 2025.

(v) Establishment of the George Maher Entrance Exhibitions

The Board noted and approved the memorandum from the Vice-Provost/Chief Academic Officer dated 29 May 2025.

BD/24-25/250 Conflict of Interests Report 2024

The Board noted the memorandum from the Deputy Secretary to the College and the Secretary to the College/Director of Governance dated 22 May 2025.

BD/24-25/251 Annual Governance Statement 2023/24

The Board noted the memorandum from the Deputy Secretary to the College and the Secretary to the College/Director of Governance dated 22 May 2025.

BD/24-25/252 Higher Degrees

The Board noted the Higher Degrees approved by Council on:

- (i) 16 April 2024
- (ii) 14 May 2025

BD/24-25/253 Change in Company Directorships

The Board noted and approved the memorandum from the Governance Manager dated 27 May 2025.

BD/24-25/254 Associated Companies - Directors' Reports to Board

The Board noted and approved the memorandum from Secretary to the College/Director of Governance dated 27 May 2025.

BD/24-25/255 Sealings (This information is restricted due to commercial sensitivity.)

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

BD/24-25/256 College Tutor Nominations

The Board noted and approved the memorandum from the Senior Tutor dated 26 May 2025.

BD/24-25/257 Library Loan Request – Dun Emer and Cuala Press Items

The Board noted and approved the memorandum from the Librarian and College Archivist dated 17 May 2025.

BD/24-25/258 Trinity College Dublin Annual Report 2023/24

The Board noted and approved the report from the Deputy Director, Trinity Communications, dated 26 May 2025.

BD/24-25/259 John Mallet Purser Lectureship Memorial Lecture 2025

The Board noted and approved the recommendation from the Head of Discipline of Physiology that Oran Finegan, Office of the Director of Authorised Intervention, Tuam, should deliver the John Mallet Purser Memorial Lecture in 2025.

BD/24-25/260 Chaplaincy

The Board noted that Rev. Gerry Clinton will serve as the Presbyterian Chaplain in the College Chaplaincy.

SECTION D PERSONNEL MATTERS

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

Professor Denny, Dr Doyle, Noel Gorman, Michelle Olmstead, Louise Ryan and Professor Sheils left the meeting at this stage.

SECTION E – Non-Executive Meeting

BD/24-25/265 Functioning of the Board – Assessment and Recommendations

The Chairperson advised there was a requirement to undertake two non-Executive sessions each year. There was no prescription on the specifics for how this session operated. The Chairperson was utilising the non-Executive member session to reflect on two items, the first item being the functioning of the Board.

The Chairperson noted that an external review of the Board had taken place over Summer 2024 and reported to the Board in November 2024. The report had found no deficiencies in Board governance and had made a set of recommendations to enhance operations of the Board which were currently being worked through. The Chairperson asked for the Board member’s thoughts on the Board’s effectiveness since that assessment.

There was discussion about professional, technical and administrative staff representation on Principal Committees. It was noted that for the recently introduced Principal Committees, there was provision for “Three members of University staff of whom at least one shall be an academic member and at least one a member of the Professional, Technical, Administrative and Support Staff”. The Chairperson had received a recommendation that it be formalised in the membership of such Principal Committees, that Trade Union’s would nominate for such vacancies. The Secretary to the College would revert on this matter.

There was a request for a Board Away Day each year as it would support coherence and allow the Board to reflect on important issues. A Board member advised that Board papers should be taken as read, this would enable the Board to utilise its time effectively and to keep the focus of discussion at the strategic level expected of the Board.

A surplus was often perceived as available for expenditure which was not the case, increasing financial literacy about the University’s finances would be beneficial. The Board was aware that the University’s finances were finely balance and this needed to be cascaded through the institution as it was an important context for requests for approval for expenditure.

Board members noted that there was a large amount of paperwork, while Board member considered the level of detail to be appropriate another Board member suggested an approach to the distribution of paperwork to aid with review of the Board paperwork. A number of Board members advised that there needed to be further reflection on what needed Board consideration and what could be delegated to the Principal Committees.

Board members reflected on the scheduling of meetings and noted that where necessary meetings could be convened over the Summer period where business required it.

BD/24-25/266 Standing orders of the Board (incl. Board Work Programme) – Assessment and Recommendations

The Board discussed the standing orders of the Board. The Standing Orders of the Board were found to be appropriate. It was noted that the Standing Orders did not make the wearing of robes mandatory at Board meetings.

Signed:

Date: