Incorporating any amendments approved at subsequent Board meetings.

Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Board Meeting 17 June 2026

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), D Caden, Professor M Cunningham, T Doyle, A Duffin, I Goggin, Professor D Jones, Professor A Kahane, Professor C Leahy, D Leahy, G McNally, Professor A Nolan, Professor C O'Farrelly, Professor I Arnedillo Sánchez, Dr D Thornhill, Professor J Walsh, A White, Dr J Wyse.

Apologies: Dr M Kelly (Deputy Chairperson), Professor A Dignam, Dr N Hardiman, O Muldoon.

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

In attendance: Deputy Secretary to the College (AM O'Mullane), incoming Students' Union (SU) President (A Kennedy).

BD/25-26/238 Welcome

The Chairperson of the Board welcomed Amy Kennedy, incoming Students' Union (SU) President to the meeting as an observer and congratulated her on her election.

BD/25-26/239 Thanks to Outgoing Board members

The Chairperson of the Board acknowledged the sincere thanks of the Board to outgoing Board members Professor Caitriona Leahy, Grace McNally and Deirdre Leahy for their great contributions to the Board during their Board membership.

BD/25-26/240 Statement of Interest

The Secretary to the College/Director of Governance advised the Board that there were statements of potential conflict of interest from Paul Farrell Chairperson of the Board, in relation to Item A10, Governance Matters, (i) Nominations Committee to Recommend Chairperson. Having discussed the matter with the Chairperson of the Board, the Secretary to the College/Director of Governance proposed, and it was agreed, that the Chairperson of the Board would not be present in the meeting for the item. Tara Doyle would assume chairing of the meeting for the item.

The Secretary to the College/Director of Governance advised the Board that there were statements of potential conflict of interest from Professors Jones and Arnedillo Sánchez in respect of Item C30, Board Elections 2026. Having discussed the matter with the Chairperson of the Board, the Secretary to the College/Director of Governance proposed, and it was agreed, that Professors Jones and Arnedillo Sánchez would remain in the meeting for the duration of the item.

SECTION A.1 POLICY AND STRATEGIC MATTERS

BD/25-26/241 Minutes

Board approved the draft minutes of 13 May 2026 subject to:

(i) Amendments being made to BD/25-26/213 to reflect the views expressed during the discussion of the Board around possible options for approaching Fee Certainty; and

(ii) The amendments being made to BD/25-26/217 as read out by the Deputy Secretary to the College.

Deirdre Caden joined the meeting.

BD/25-26/242 Matters Arising from the Minutes

The Secretary to the College/Director of Governance advised the Board that with reference to minute BD/25-26/213, Fee Certainty Proposal and Academic Fees for Multi-Annual Students 2027/28 to 2031/32, that there had been a request that the update to the Board be provided before the end of 2026.

Professor Cliona O'Farrelly joined the meeting at this point.

BD/25-26/243 Provost's Report

The Provost gave the highlights of Trinity's achievement during 2025/26 Academic Year in keeping with the themes of the Strategic Plan purpose, people and place.

Action/Decision

243.01 The Board received the Provost's report.

Grace McNally and Professor Inmaculada Arnedillo Sánchez joined the meeting at this point.

Major Strategy Item

BD/25-26/244 Strategic Plan 2025 – 2030

Actioning Commitment 2.1 *Thrive* – A new Model for Supporting Lifelong Learning

The Board extended their sincere condolences to Fedelma McNamara, Executive Director of the Academic Services Division, who had suffered a family bereavement.

The Vice-Provost/Chief Academic Officer introduced the item with reference to the memorandum from herself and the Executive Director of the Academic Services Division dated 10 June 2026 which had been circulated in advance of the meeting. The Vice-Provost/Chief Academic Officer explained that the Board was being updated at an early stage on an emerging project. Council had approved the establishment of a third institutional pillar for Lifelong Learning (LLL) at Trinity College Dublin. While several models might support the delivery of this pillar, research looking at other institutions' approaches suggested that the optimal model was through the establishment of a Special Purpose Vehicle (SPV) as a service layer while ownership and control over academic content would be maintained within the Schools. However, no precise mode of delivery was being proposed at this stage and

the Vice-Provost/Chief Academic Officer advised that a business case would be developed for the Board to consider in due course.

The Vice-Provost/Chief Academic Officer advised that organisations including the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), Skillnet Ireland, the European Union, and initiatives such as the Human Capital Initiative (HCI) have emphasised the necessity of continuous upskilling and reskilling. The Vice-Provost/Chief Academic Officer observed that the Human Capital Initiative has shown that many Schools were delivering LLL initiatives in slightly different ways, without a unifying framework; this has led to challenges in scaling successful initiatives. The Vice-Provost/Chief Academic Officer advised that Trinity must be able to address the needs of our students now and in the future, when individuals would have longer working lives and more frequent career transitions; a coordinated approach and appropriate structures and systems were required to support LLL.

The Vice-Provost/Chief Academic Officer advised that while the mandate from Council was to create a third pillar of education, the intention was not to disrupt the existing undergraduate and taught postgraduate degrees provision. An SPV model would provide agility, dedicated systems, and market-facing capability while preserving academic control.

Board members commended the documentation, noted the importance of the discussion and welcomed the opportunity for early input. Questions were raised about the financial implications, including the costs for investment in infrastructure as well as implications for existing infrastructure. The Vice-Provost/Chief Academic Officer provided an update on preliminary costs noting that full costs would be worked out in a full business case. Answering a separate question, she confirmed that SITS would remain as the authoritative system of record. There were established, off-the-shelf market solutions designed specifically to manage the complexities of LLL provision which would be included in the development of a full business case.

Alex White joined the meeting.

Board members noted that staff engagement would be crucial to the success of this initiative. A Board member advised that consideration would also need to be given to any incentivisation put in place. Board members advised that Trinity was undertaking several people projects in relation to patterns of employment and it would be important not to create precarity or a different tier of staff delivering LLL. The Vice-Provost/Chief Academic Officer confirmed there would be discussions taking place over the summer about these matters. She agreed that consideration of workload models would need to be taken into account but noted that not all schools had a workload model. Lessons could be learned for LLL delivery from Executive Education where corporate practitioners and industry experts frequently provided teaching. The initiative would be rolled out in a phased manner and any new courses would be subject to usual governance and quality assurance scrutiny.

A Board member enquired about the role of SITS for LLL and noted that it would be important to manage costs in the initial stage, even if delivery was routed through an SPV. It would also be important to have clarity on the governance structure for delivery whether that be through an SPV or another entity. They advised that there were already instances where LLL was delivered through postgraduate courses and it would be important to not disrupt this existing delivery.

Board members advised that they would benefit from a longer briefing session, for example, on types of model to be used and how any delivery unit would interact with the University, what systems would be used and how they would integrate, if necessary, how services would be delivered and what services would be available. Matters such as transfer pricing would be important for the business case, as well as understanding more about the lessons learned from the Trinity Online Services subsidiary during its period of operation that were relevant for this initiative.

Action/Decision

244.01 The Board approved the Vice-Provost/Chief Academic Office moving forward with developing a business case supported by an implementation plan for delivering LLL at scale.

Financial/Audit Matters

BD/25-26/245 Stack B Loan Refinancing

Paul Coote, Project Appraisal Manager, joined the meeting for this item.

With reference to BD/24-25/212, Stack B Refinancing, the Chairperson of the Board updated the Board on his engagement with the Treasurer/Chief Financial Officer and the Director of Campus Infrastructure regarding the context and business case for the original approval for the purchase of Stack B. The Chairperson of the Board confirmed that requisite processes had been followed, external professional advice had been sought and the HEA had been notified.

The Treasurer/Chief Financial Officer introduced the item with reference to her memorandum dated 10 June 2026 which had been circulated in advance of the meeting. The Financial Services Division team had sought indicative rates from several existing lenders on varying loan terms as well as approaching new lenders.

The Treasurer/Chief Financial Officer advised the Board that Finance Committee at its meeting on 28 May 2026, had reviewed and considered in detail the available financing options having regard to a number of factors including the University's existing and new debt commitments, level of repayments over the coming years, along with its debt capacity. Finance Committee agreed to recommend to the Board to approve an extended 20-year loan term with an existing lender with capital and interest repayments to be made (Minute FN/25-26/114) and the Treasurer/Chief Financial Officer provided context on the rationale for this recommendation.

The Project Appraisal Manager provided context on the proportion that the loan re-financing represented of the University's overall debt, as well as a profile of Trinity's debt held at fixed and variable rates. The Project Appraisal Manager advised that legal documentation was being drafted subject to the approval of the Board of the

Finance Committee's recommendation and indicated when rate fixing would take place. The Project Appraisal Manager confirmed that engagement with a Finance Committee member with treasury expertise would be sought prior to fixing the interest rate.

In response to a question on the timeline for refinancing, the Treasurer/Chief Financial Officer and the Project Appraisal Manager confirmed that the process had begun in good time with work starting before Christmas. In response to a question on the rationale for the Finance Committee on the options presented, the Project Appraisal Manager provided some further context for the decision.

Action/Decision

245.01 The Board approved the memorandum from the Treasurer/Chief Financial Officer dated 10 June 2026 and the Finance Committee recommendation for the refinancing of this loan with an existing lender over a 20-year term as per indicative rates set out in Table 1 and indicative costs as advised in Appendix 1, Table 1.

BD/25-26/246 Quarterly Financial Review and Forecasts Q2 2025/26

The Treasurer/Chief Financial Officer introduced the item with reference to her presentation dated 17 June 2026 which had been circulated in advance of the meeting. The Treasurer/Chief Financial Officer provided an update on financial performance to 31 March 2026 and noted that details of State funding levels since 2008, along with historic and forecast gearing levels had also been circulated in response to a request by the Board at the meeting of 13 May 2026.

The Treasurer/Chief Financial Officer presented the key points of the Q2 FY25/26 actuals, budget and full-year forecast for FY25/26, noting that Q2 variances to budget were mainly due to budget phasing. The Treasurer/Chief Financial Officer advised that EBITDA for the year to date (YTD) was adverse to budget and prior year; however, YTD income was favourable to budget driven primarily by research, endowment and donations incomes. The full-year forecast out-turn was adverse to budget and prior year, however, the underlying EBITDA position remained strong. Whilst pay and non-pay adverse variances reflected timing impacts, there were notable increases across several non-pay categories including IT, repairs and maintenance. The full-year position on pay was forecast to largely align with budget following a comprehensive review of full-year forecasts with each area at Q2.

Final student registrations at March 2026, as submitted to the HEA, were 2% ahead of the prior year. Capital expenditure had decreased as anticipated due to the substantial completion of key projects. The Treasurer/Chief Financial Officer provided an update on cash and borrowings as well as research activity including expenditure and the value of new awards and noted some substantial new awards were expected before year end.

The Treasurer/Chief Financial Officer highlighted key issues to note this quarter including sectoral developments, the HEA's 2026 Budget and Accountability Report, pension funding requirements and energy price volatility. A copy of the HEA's report to DFHERIS summarising the key challenges and risks facing the sector would be circulated to Board members.

In response to a query on pension funding, the Treasurer/Chief Financial Officer advised that the University had written to the HEA in April 2026 outlining the key issues and a five-year pension forecast had been submitted to the IUA in May 2026. The Board was advised that increased sustained annual funding was required to ensure the University could meet its pension obligations.

There was discussion about the pattern of research income, Trinity's success rates for research funding applications and research centre funding awards. In response to a query, the Provost advised on the actions taking place to support research centres that had lost research funding and the affected staff members. Board members advised that it was important to learn lessons from these matters and the Provost confirmed that this would be a priority.

A Board member noted the contraction in the recurrent grant funding since 2008/09 whilst student numbers have risen by 40% in the same period. In response to a query on postgraduate student numbers and trends, it was confirmed that Schools paid closed attention to trends and the Global Office was focussed on improving conversion rates between offer and acceptance.

Board members noted the increase in IT costs, both hardware and licensing costs, and the Chief Operating Officer provided an update on the current landscape. Board members also noted the potential exponential rising cost of AI.

The Chairperson of the Board noted the comments made by the Public Accounts Committee on Trinity's voluntary disclosures in its Financial Statements for the year ended 30 September 2025 which were described as an example of good housekeeping. The Chairperson of the Board commended the Financial Services Division team for their work on this matter.

Action/Decision
246.01 The Board approved the Quarterly Financial Review and Forecasts Q2 2025/26.

Critical Infrastructure Matters

BD/25-26/247 **Strategic Capital Projects Dashboard**

The Bursar/Chief Strategic Developments Officer introduced the Capital Projects Dashboard dated 6 May 2026 which had been circulated in advance of the meeting, which included an overview of the University's large capital portfolio. The Bursar/Chief Strategic Developments Officer provided an update on Dartry, the E3 Learning Foundry and the Laidlaw Library (noting that the Laidlaw Library was an item on the agenda), the Old Library Redevelopment Project, Trinity East units and the Trinity South Renewal project.

Action/Decision
247.01 The Board received an update from the Bursar/Chief Strategic Developments Officer.

BD/25-26/248 Trinity Laidlaw Library Project

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

The Chairperson of the Board reminded Board members of the confidentiality of this item. Professor O'Kelly, Project Sponsor, introduced the item with reference to his presentation dated 8 June 2026 which had been circulated in advance of the meeting. Professor O'Kelly provided an update on the current status of the project. In June 2025, the Board had approved funding to the end of detailed design and tender preparation, Stage 3, which was now largely complete. Professor O'Kelly advised that the design documentation was currently out to tender to main contractors for pricing. Due to a revised tender return date, together with the subsequent tender assessment period, approval would be sought from a special Finance Committee meeting and a special Board meeting, which were scheduled to take place in July.

Professor O'Kelly advised the Board that the pre-tender estimate had exceeded the allocated budget and a value engineering exercise had been undertaken prior to issuing the tender. It was noted that the Capital Review Group was exploring potential additional funding sources should the tendered price of the successful bidder exceed the budget. Updated financial information based on the tender evaluation will be presented to the special meetings of Finance Committee and the Board.

Action/Decision

248.01 The Board received an update on the Trinity Laidlaw Library Project.

Professor O'Kelly, Stephen Walsh and Noel Gorman left the meeting at this point.

BD/25-26/249 Report of the Working Group on the Provost Appointment Process

Professor Neville Cox, Registrar, joined the meeting for this item.

The Registrar introduced the item with reference to the memorandum from himself and the Secretary to the College/Director of Governance dated 4 June 2026 which had been circulated in advance of the meeting. The paper summarised the recommendations of the Working Group on the Provost Appointment Process, the main issues, the level of urgency, whether Statute changes were required and included indicative draft changes to the Consolidated Statutes, 2010 to support Board members' understanding of the issues under discussion. The Registrar advised that should Board members be minded to support the relevant recommendations then the precise format for the Statute changes would be proposed by the Statutes and Schedules Working Party.

The Registrar noted that one of the most urgent matters was amending the membership of the committees involved in the appointment process. Given the update of the membership of the Board in 2023, it would not be possible to populate the committees in the prescribed ways in the Statutes. The Review Group recommended abolishing the Recommendation Committee as the committee did not serve a useful function.

The Review Group posed the question of moving to an "online" election as a default. The Review Group had also considered alternative arrangements for handling tied votes and had made an alternative suggestion to current arrangements.

Professor Leahy rejoined the meeting at this point.

The Review Group had considered whether the franchise should be expanded beyond the current electorate to professional, technical and support staff. Feedback from the consultation undertaken by the Review Group indicated substantial levels of support for expansion of the electorate to include professional, technical and support staff.

When considering the matters of weighted voting and representation, the Review Group sought to retain a weighting that reflected the University's core academic mission. The existing provision for members of the Board and Council to have a vote should be retained and fall within academic staff weighted vote (should a weighted vote be approved); no Board or Council member would be entitled to two votes where they held a vote in any other capacity. The Board needed to consider whether it supported the extension of the electorate, whether it supported the extension on a weighted basis and if so, whether the proposed illustrations were appropriate. Explanatory narrative would be necessary should the electorate be expanded.

The Review Group had considered the length of service for a member of the electorate. The Board was asked to consider whether it supported the proposal that all members of the electorate must have passed their probation period at the point at which the electoral register was published rather than the existing rule whereby only Assistant Professors must have held continuously a full-time academic post in the College for at least one year previous to the date of the election.

The Review Group also considered that a process document would be important which would prescribe the various procedures to be followed during the appointment process, which would be referenced in the Chapter of the Provost.

Board discussion focused on governance structures, election procedures, expansion of the electorate, voting weightings, committee membership, candidate eligibility, and the process for developing statutory changes.

The Registrar confirmed in response to a query from a Board member there was a holding clause in the Statutes to manage unexpected succession planning. There was support from a Board member for moving away from the current management of handling tied votes and they suggested considering how lotteries were managed under the Electoral Acts.

The Registrar left the meeting at this meeting.

Concerns were expressed about the perceived reduction in the role of the Fellows in the proposed arrangements as outlined in the illustrated changes to the Statutes. Board members advised that this concern stemmed from the fact that Fellows acted as an important statutory safeguard and they had responsibility for protecting the

long-term academic interests of the University and any weakening of their role could undermine the University's ability to resist pressures that may conflict with its academic mission. Another Board member was supportive of removing the Recommendations Committee as the Committee's functions could be incorporated in other processes and there was merit in simplifying governance arrangements.

Noel Gorman rejoined to the meeting.

Board members indicated general support for expanding the electorate but any weighting should not be taken to imply that some members of the University community were valued more than others. A Board member advised that ultimately, it was important that voting structures reflected the institution's academic mission and it was important to balance inclusivity with a mission-focussed approach. Another Board member noted that all staff should contribute to the University's success and professional, technical and support staff should have a voice in choosing the University's leader.

Dr Walsh left the meeting.

A Board member advised that the process would continue to favour internal candidates even if the suggestions of the Working Group were adopted. Board members suggested that a formal specification of required experience and characteristics should be explored. This would support the Interview Committee in exercising their judgement, however, a Board member noted that there needed to be a balance as formalising criteria too tightly could create challenges.

A Board member advised that there needed to be a clear mechanism for turning consideration of the Working Group report into formal recommendations and decisions. The Board agreed that written submissions would be made by Board members to inform future Board decisions about the matter; the deadline for submission was 7 July 2026.

Action/Decision
249.01 The Board noted and discussed the memorandum from the Registrar and the Secretary to the College/Director of Governance dated 4 June 2026. Board members would submit their views on the Review Group Report by 7 July 2026.

BD/25-26/250 Governance Matters
Paul Farrell left the meeting for the duration of this item. Tara Doyle assumed chairing the Board meeting for the duration of the item, (i)Nominations Committee to Recommend Chairperson

(i) Nominations Committee to Recommend Chairperson
The Secretary to the College/Director of Governance introduced the item with reference to her memorandum dated 9 June 2026.

Action/Decision
250.01 The Board approved the memorandum dated 9 June 2026 for the establishment and membership of the Sub-Committee of the Board (the

Nominations Committee) to consider the position of the Chairperson of the Board.

Paul Farrell rejoined the meeting and resumed chairing the Board meeting.

(ii) Principal Committees – Selection of Members

The Secretary to the College/Director of Governance updated the Board that following discussions with the group of unions, it was agreed that the status quo regarding the approach for populating the membership of the Principal Committees would be maintained for the forthcoming year and that the appropriate liaison with the group of unions would be undertaken for the forthcoming year.

Action/Decision

250.02 The Board received the Secretary to the College/Director of Governance verbal update on the Selection of Members for the Principal Committees.

SECTION A.2 POLICY MATTERS ALREADY CONSIDERED BY PRINCIPAL COMMITTEES

BD/25-26/251 Revised Cookie Policy

The Boad noted and approved the memorandum from the Data Protection Officer dated 9 June 2026 and the accompanying Revised Cookie Policy.

BD/25-26/252 Revised Cloud Computing Policy

The Board noted and approved the memorandum from the Cyber Security Manager dated 9 June 2026 and the accompanying Revised Cloud Computing Policy.

BD/25-26/253 Revised Web Policy

The Board noted and approved the memorandum from the Head of Web Design and Development dated 10 June 2026 and the accompanying Revised Web Policy.

BD/25-26/254 Revised Probation Policy and Probation Review Form

The Board deferred consideration of Revised Probation Policy and Probation Review Form item.

BD/25-26/255 Linked Provider Policy Framework

The Board noted and approved the memorandum from the Academic Secretary dated 9 June 2026 and the accompanying Linked Provider Policy Framework.

BD/25-26/256 Library Digital Preservation Policy

The Board noted and approved the documentation from the Librarian and College Archivist dated 10 June 2026 and the accompanying Library Digital Preservation Policy.

BD/25-26/257 Library of Trinity College Dublin Annual Report 2024/25

The Board noted and approved the Library of Trinity College Dublin Annual Report 2024/25 from the Librarian and College Archivist.

BD/25-26/258 Business Continuity: Crisis and University Major Incident Management Plan Information Update

The Board approved the memorandum from the Head of Business Continuity on behalf of the Provost, the Chief Operating Officer and the Secretary to the College/Director of Governance dated 5 June 2026.

BD/25-26/259 Charities Governance Code Compliance Form Year End 30 September 2025

The Board approved the memorandum from the Deputy College Solicitor/Information Compliance Officer dated 29 May 2026.

SECTION B MINUTES FROM COMMITTEES

BD/25-26/260 Board Business Callover

The Board noted the Board Business Callover updated to 13 May 2026.

BD/25-26/261 University Council

The Board approved the draft acta of the meeting of 27 May 2026.

It was agreed that there would be a briefing session for Board members on the history and development of Trinity's Access Plan.

BD/25-26/262 Audit Committee

The Board approved the minutes of the meeting of 12 May 2026 and noted the executive summary.

BD/25-26/263 Critical Infrastructure Committee

The Board approved the minutes of the meeting of 30 April 2026 and noted the executive summary.

BD/25-26/264 Environmental and Sustainability Committee

(i) The Board approved the minutes of the meeting of 26 March 2026 and noted the executive summary.

(ii) The Board approved the draft minutes of the meeting of 4 June 2026 and noted the executive summary.

BD/25-26/265 Finance Committee

The Board approved the draft minutes of the meeting of 28 May 2026 and noted the executive summary.

BD/25-26/266 People and Culture Committee

(i) The Board approved the minutes of the meeting of 2 April 2026 and noted the executive summary.

(ii) The Board approved the draft minutes of the meeting of 14 May 2026 and noted the executive summary.

The Provost advised the Board that Phase III, Academic Promotions Review would now commence and ownership of the process would transfer from the Vice-Provost/Chief Academic Officer to Human Resources, which would develop an

implementation plan for consideration through the People and Culture Committee. Regular progress reports would be provided to the People and Culture Committee, Executive Officers' Group and the Board, with continued engagement with Irish Federation of University Teachers (IFUT) throughout the next phase.

There was discussion about multi-annual budgeting for Academic Promotions as a number of Board members were supportive of this approach highlighting the importance of demonstrating a commitment to staff and career progression. While five-year financial planning could model out the impact of such an approach, there was caution about making a firm commitment to multi-year budgeting due to the uncertainty around future income streams and overall financial performance. The Board noted that this matter would be further considered by the Treasurer/Chief Financial Officer and her team.

BD/25-26/267 Quality Committee

The Board approved the draft minutes of the meeting of 7 May 2026.

BD/25-26/268 Risk and Compliance Committee

The Board noted and approved the draft minutes of the meeting of 21 May 2026 and noted the executive summary.

SECTION C MATTERS FOR NOTING AND APPROVAL

BD/25-26/269 Board Elections 2026

The Board noted that the following have been elected to Board:

Fellows Constituency

Professor Darryl Jones (2026/27 – 2029/30, second term)

Professor Catherine Comiskey (2026/27 – 2029/30, first term)

Academic (Non-Fellows) Constituency

Professor Inmaculada Arnedillo-Sánchez (2026/27 – 2029/30, second term)

Professor Kahane left the meeting at this point.

BD/25-26/270 Administrative Procedures during the Summer Session

The Board noted and approved that the 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 2025/26 (17 June 2026) and the first Board meeting of 2026/27 (30 September 2026), and a report will be made to Board at its meeting of 30 September 2026.

BD/25-26/271 Heads of School

The Board noted and approved the following appointments:

(i) Professor Murat Şiviloğlu as the Head of the School of Languages, Literatures and Cultural Studies from 18 June 2026 to the end of Trinity Term 2029.

(ii) Professor Derek Nolan as the Head of the School of Biochemistry and Immunology from 1 October 2026 to the end of Trinity Term 2029.

(iii) Professor Gregory O'Hare as the Head of the School of Computer Science and Statistics from 18 June 2026 to the end of Trinity Term 2029.

BD/25-26/272 Membership of Committees of Board

The Board noted and approved the memorandum from the Registrar dated 9 June 2026.

BD/25-26/273 Statues and Schedules Working Party Membership

The Board noted and approved the memorandum from the Registrar dated 9 June 2026.

BD/25-26/274 Higher Degrees

The Board noted and approved the Higher Degrees approved by Council on 27 May 2026.

BD/25-26/275 Prizes and Other Awards

(i) Postgraduate Renewal Programme: Integration of the Dr Henry Hutchinson Stewart Literary Scholarships into the Trinity Research Doctorate Awards Framework

The Board noted and approved the memorandum from the Dean of Graduate Studies and the Programme Director, Postgraduate Renewal Programme, dated 29 May 2026.

(ii) Establishment of the Larry O'Hara Scholarship

The Board noted and approved the memorandum from the School of Genetics and Microbiology dated 29 May 2026.

BD/25-26/276 Associated Companies – Directors' Reports to Board

The Board noted and approved the memorandum from the Secretary to the College/Director of Governance dated 9 June 2026.

The Secretary/Director of Governance advised the Board that Science Gallery International Company Limited by Guarantee was in the process of being dissolved. This would be reported to the Board for noting when this process had concluded.

BD/25-26/277 Intermission of Non-Foundation Scholarship

The Board noted and approved the memorandum from the Senior Lecturer/Dean of Undergraduate Studies dated 25 May 2026.

BD/25-26/278 Library Loan Request - 7th Century Codex Usserianus Primus (TCD MS 55) and the 9th Century Book of Armagh (TCD MS 52)

The Board noted and approved the memorandum from the Librarian and College Archivist dated 9 June 2026.

BD/25-26/279 Draft Almanack 2026/27

The Board noted and approved the memorandum from the Editor of the Calendar (Secretary to the College/Director of Governance) dated 2 June 2026.

SECTION D PERSONNEL MATTERS

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

Professors Doyle, Sheils, Denny, Noel Gorman and Louise Ryan left the meeting at this point.

SECTION E NON-EXECUTIVE MEETING

BD/25-26/282 Reflection on Performance – Highlights from the Work of the Board 2025/26

The Secretary to the College/Director of Governance presented to the Board on key highlights from the work of the Board in 2025/26.

The Chairperson of the Board invited Board members to reflect on the performance of the Board for 2025/26. The Chairperson of the Board noted that a number of changes had been made to the agenda, and executive summaries had been introduced for Principal Committee meetings, following previous reflections on the Board's performance and sought feedback on these changes.

Board members welcomed recent changes to the Board agenda and papers and considered whether further streamlining was possible. Many Board members considered agendas to be overly long and that the volume of papers could reduce effective engagement. Board members suggested that more emphasis should be placed on the Board's role in overseeing and monitoring the University's strategic direction. It was suggested that matters which have received detailed scrutiny and approval at Principal Committee level could be considered under consent arrangements or where appropriate could be delegated to the relevant Principal Committee. Some members stressed that, where delegation was deemed to be appropriate, the Board would require appropriate assurance that Principal Committees were undertaking sufficient scrutiny.

Discussion also focused on the Board's role in monitoring implementation of the University's strategy. Members noted the significant contribution made by the Board to strategy development and suggested that future agendas should provide clearer and more regular updates on the strategic delivery of the core priorities of teaching, research and academic excellence.

The relationship between the Board and Academic Council was discussed by Board members. Concern was expressed about academic decision-making where there was significant financial or resource implications. Board members noted that only where financial thresholds were met would Board consider items for approval. While recognising the roles of both bodies, there was a suggestion for a dedicated session for the Board on the relationship between the two bodies. The Secretary to the College/Director of Governance noted that there was an action on the Board Business Callover about this matter.

Board members expressed concern about the low number of candidates coming forward for election in the recent Board elections. Several members reflected on whether service on the Board and other governance structures was sufficiently recognised and valued within the University community. Board members emphasised the importance of maintaining the University's democratic traditions while encouraging greater engagement.

The visibility of the Board was also discussed. Members suggested that the Board's work could be communicated more effectively both internally and externally to increase awareness of its role and contribution. It was noted that greater visibility might help encourage participation in governance and strengthen wider engagement with strategic issues.

Signed: ……

Date: ……