



Board Agenda

Trinity Board Room | Trinity Business School Building
Wednesday 15 October 2025 | 09.30 – 13.30

Apologies

Statements of Interest

New Members' Declaration

Section A.1 Policy and Strategic Matters

Indicative
Timing

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| 1. | Minutes
To <u>approve</u> the following:
(i) Minutes of the meeting of 17 September 2025
(ii) Revised minutes of the meeting of 28 April 2025 (Trinity Monday) | [09.30-09.35]

(encl)
(encl) |
| 2. | Matters Arising from the Minutes
To <u>raise</u> any matters arising | [09.35-09.40] |
| 3. | Provost's Report
To <u>receive</u> a report from the Provost | [09.40-09.50] |
| Financial/Audit Matters | | |
| 4. | Quarterly Financial Review and Forecasts Q3 2024/25 <ul style="list-style-type: none">• For Board members only To <u>note and discuss</u> the presentation from the Treasurer/Chief Financial Officer dated 7 October 2025 | [09.50-10.10]
(encl) |
| Critical Infrastructure Matters | | |
| 5. | Strategic Capital Projects Dashboard <ul style="list-style-type: none">• For Board members only To <u>receive</u> an update from the Bursar/Chief Strategic Developments Officer | [10.10-10.20]
(encl) |

6.	Dartry Accommodation Project <ul style="list-style-type: none"> For Board members only To consider and approve the presentation from the Project Sponsor and the Programme Manager dated 6 October 2025 <i>Professor Kevin O’Kelly, Project Sponsor, and Stephen Walsh, Programme Manager, to join the meeting for this item</i>	[10.20-10.40] (encl)
7.	Old Library Redevelopment Project <ul style="list-style-type: none"> For Board members only To consider and approve the presentation from the Senior Dean (Project Sponsor), the Senior Corporate Finance Accountant, the Commercial Director, Commercial Revenue Unit, Librarian and College Archivist, Project Appraisal Manager, and the Senior Programme Manager, dated 8 October 2025 <i>Professor Eoin O’Sullivan, Senior Dean and OLRP Project Sponsor; Edwina Hegarty, Senior Programme Manager; Kieva McDermott, Senior Corporate Finance Accountant; Paul Coote, Project Appraisal Manager; Garrett Byrne, Commercial Director, Commercial Revenue Unit; and Helen Shenton, Librarian and College Archivist to join the meeting for this item</i>	[10.40-11.00] (encl)
Break		
Major Strategy Item		
8.	Strategic Plan 2025-2030 <ul style="list-style-type: none"> For Board members only (i) Strategic Plan 2025-2030 To note the Strategic Plan 2025-2030 (designed version) (ii) Implementation Plan To note and discuss the Implementation Plan from the Provost dated October 2025 <i>Professor Sinéad Ryan, Dean of Research; Audrey Crosbie, Innovation Manager; Breda Walls, Director of Student Services; Professor Richard Porter, Dean of Students; Séamus McManus, Director of Human Resources; and Fedelma McNamara, Executive Director, Academic Services Division, to join the meeting for this item, and Professor Eoin O’Sullivan, Senior Dean, to remain in the meeting for this item</i> (iii) A Digital Transformation Roadmap for Trinity To note and discuss the presentation from the Chief Operating Officer dated xx October 2025 <i>Patrick Magee, Head of IT Services, to join the meeting for this item</i>	[11.10-11.40] (to follow) (encl) (to follow)
9.	Other Staff Disciplinary Matter To receive a verbal report from the Senior Dean <i>Professor Eoin O’Sullivan, Senior Dean, to join the meeting for this item</i>	[11.40-11.50]

- 10. Proposed Changes to the Consolidated Statutes, 2010** [11.50-12.00]
(encls)
- (i) Chapter on Chancellor
 - (ii) Chapter on Visitors
 - (iii) Schedule 3 to Chapter on Council (Academic Appeals)
 - (iv) Schedule 1 to Chapter on Academic Staff Conduct (Grievance and disciplinary issues relating to members of the academic staff)
- To consider and approve the memorandum from the Registrar dated 7 October 2025
- Professor Neville Cox, Registrar, to join the meeting for this item*
- 11. Any Other Urgent Business**

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

- 12. Climate and Energy**
- (i) Climate Action Roadmap (encl)
 - (ii) Energy Policy (encl)
- To note and approve the memorandum from the Vice-President for Biodiversity and Climate Action, and the Chair of the Environment and Sustainability Committee dated 7 October 2025
- 13. Risk and Compliance Committee Annual Report to Board** (encl)
- To note and approve the memorandum from the Chair of the Risk and Compliance Committee and the Secretary to the College/Director of Governance dated 26 September 2025
- 14. Critical Infrastructure Committee Activities' Reports to Board** (encls)
- To note and approve the memoranda and reports from the Chair of the Critical Infrastructure Committee and the Bursar/Chief Strategic Developments Officer both dated 26 September 2025
- 15. Revised Policy Management Framework** (encl)
- To note and approve the memorandum from the Secretary to the College/Director of Governance dated 25 September 2025
- 16. Revised Fitness to Practise Policy** (encl)
- To note and approve the memorandum from the Secretary to the College/Director of Governance dated 26 September 2025

ⁱ Section A2 items have been fully considered by the relevant Committee. Board members are asked to inform the Secretary to the College if they wish discussion on any of the items in Section A2 by 5pm on the Monday before the meeting. If not, the Chairperson will propose that they be noted and, where appropriate, that the action proposed or reported be approved as presented.

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| 17. | Academic Fees for Single Year Courses/Annual Students 2026/27
To <u>note</u> the memorandum from the Financial Operations Manager dated 7 October 2025 | (encl) |
| 18. | Revised Recruitment Policy
To <u>note and approve</u> the memorandum from the Director of Human Resources dated 7 October 2025 | (encl) |
| 19. | Revised Maternity Leave Policy
To <u>note and approve</u> the memorandum from the Director of Human Resources dated xx October 2025 | (to follow) |
| 20. | Revised Sick Leave Policy
To <u>note and approve</u> the memorandum from the Director of Human Resources dated xx October 2025 | (to follow) |
| 21. | Revised Paternity Leave Policy
To <u>note and approve</u> the memorandum from the Director of Human Resources dated xx October 2025 | (to follow) |
| 22. | Revised Library Exhibition Loans Policy
To <u>note and approve</u> the documentation from the Librarian and College Archivist dated 1 September 2025 | (encl) |
| 23. | Revised Treasury Policy
<ul style="list-style-type: none"> • For Board members only To <u>note and approve</u> the memorandum from the Project Appraisal Manager dated 7 October 2025 | (encl) |
| 24. | Charities Code of Governance Compliance Forms for 2022, 2023 and 2024
To <u>note and approve</u> the memorandum from the Deputy College Solicitor and Information Compliance Officer dated 30 September 2025 | (encl) |

Section B – Minutes from Committees

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| 25. | Board Business - Callover
To <u>note</u> the callover updated to 17 September 2025 | (encl) |
| 26. | University Council
To <u>note and approve</u> the revised draft acta of the meeting of 1 October 2025 | (to follow) |
| 27. | Critical Infrastructure Committee
To <u>note and approve</u> the minutes of the meeting of 18 June 2025 and to <u>note</u> the executive summary | (encl) |

- 28. Finance Committee** (to follow)
To note and approve the draft minutes of the meeting of 2 October 2025 and to note the executive summary

- 29. Risk and Compliance Committee** (encl)
To note and approve the draft minutes of the meeting of 25 September 2025 and to note the executive summary

Section Cⁱⁱ - Matters for Noting and Approval

- 30. Membership of Committees of Board** (encl)
To note and approve the memorandum from the Registrar dated 7 October 2025

- 31. Timeline for the Assents of the Fellows** (encl)
To note and approve the memorandum from the Registrar dated 7 October 2025

- 32. Revised Terms of Reference Principal Committees**
- (i) Critical Infrastructure Committee** (encl)
To note and approve the memorandum from the Chair of the Critical Infrastructure Committee and the Bursar/Chief Strategic Developments Officer dated 26 September 2025
- (ii) Risk and Compliance Committee** (encl)
To note and approve the memorandum from the Secretary to the College/Director of Governance dated 7 October 2025

- 33. Higher Degrees** (encl)
To note the Higher Degrees approved by Council on 1 October 2025

- 34. Prizes and Other Awards - Gold Medal Nominations** (encl)
To note and approve the memorandum from the Senior Lecturer and Dean of Undergraduate Studies dated 3 October 2025

- 35. Scholarship Candidates 2025 (CORRECTED)** (encl)
To note and approve the list which has been amended to show correctly the Foundation Scholars

- 36. Assistant Wardens** (encl)
To note and approve the memorandum from the Warden of Trinity Hall dated 7 October 2025

- 37. Related Entity Financial Reporting** (encl)
To note the memorandum from the Treasurer/Chief Financial Officer dated 7 October 2025

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| 38. | St James's Hospital Board Nomination
To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 1 October 2025 | (encl) |
| 39. | Dental Council of Ireland Appointees
To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 1 October 2025 | (encl) |
| 40. | Alfred Beit Foundation, Nomination to the Board of Directors
To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 1 October 2025 | (encl) |
| 41. | Douglas Hyde Gallery, Nominations to the Board of Directors
To <u>note and approve</u> the memorandum from the Secretary to the College/Director of Governance dated 1 October 2025 | (encl) |

Section Dⁱⁱ – Personnel Matters

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

ⁱⁱ Board members are asked to inform the Secretary to the College if they wish discussion on any of the following items in Sections C and D. If not, the Chairperson will propose that they be noted and, where appropriate, that the action proposed or reported be approved as presented.