



**Trinity College Dublin
The University of Dublin**

Minutes of the Risk and Compliance Committee

Wednesday, 5th February 2025, 14.00-15.30

Trinity Board Room

Present: Professor M Cunningham (Chair), Secretary to the College/Director of Governance (Ms V Butler) (Secretary), Mr A Blair, Chief Risk Officer (Ms J Carmichael), Professor J Gilmer, Mr J Harty, College Solicitor (Ms S MacBride), Ms E MacLennan O'Neill, Head of Safety (Dr K Murray), Mr S Anand Saraswati, Mr D Scott, Mr G Woods.

In Attendance: Ms AM O'Mullane (Minute-taker).

Apologies: Academic Secretary (Ms P Callaghan), Chief Operating Officer (Ms O Cunningham), Professor N Ó Murchadha, Dr L Kiernan Knowles,

RCC/24-25/30 Statements of Interest

There were no statements of interest declared by members.

RCC/24-25/31 New Members' Declaration

The Chairperson invited Ms MacLennan O'Neill to make the declaration in the language of her choice.

RCC/24-25/32 Minutes

The RCC approved the draft minutes of the meetings of 13 November 2024.

RCC/24-25/33 Matters Arising

There were no matters arising.

RCC/24-25/34 Callover

The RCC noted the callover dated 13 November 2024.

RCC/24-25/35 Risk relating to International Students

Professor Emma Stokes, Vice-President for Global Engagement, and Mr Declan Coogan, Associate Director – Recruitment, joined the meeting for this item.

The Vice-President for Global Engagement introduced the item with reference to her presentation which had been circulated in advance. The purpose of the presentation was to

provide an overview of international student recruitment and the associated risks to support RCC's consideration of the matter.

The Vice-President for Global Engagement set out the scope and evolution of approach across the Global Engagement Strategies (GRS) 1 to 3. There had been a focus in GRS 1 on increasing non-EU student numbers with a continued focus in GRS 2 on increasing non-EU student numbers as well as undertaking a number of transnational education (TNE) initiatives. By GRS 3, all student recruitment was included and the ambitions widened to focus on global mobility and larger ambitions in the TNE space.

The Vice-President for Global Engagement set out the profile of the student population with Trinity having the largest proportion of international students on the island of Ireland, the growth trajectory between 2012 – 2015 and the University's top three markets. The Vice-President for Global Engagement reflected on the developments in internationalisation and engagement in the last five years. She noted that the University operated in a global context and had maintained growth in a complex and uncertain geopolitical environment but that global issues had the capacity to impact domestic policy. The Vice-President for Global Engagement set out details on preparations for the drafting of the next Global Engagement Business Plan and a high-level overview of two reports commissioned by Global Engagement on the future of international student recruitment and the future of TNE at Trinity. The Vice-President for Global Engagement set out the timelines for developing options to deliver the goals that would be set out in the next Business Plan.

The Vice-President for Global Engagement advised the RCC that there was limited capacity for significant business as usual growth. The priority of Global Engagement would be to diversify and de-risk the University's non-EU student recruitment strategies and would require a diversification of markets and channels for recruitment. She provided insights on the opportunities in the TNE space and the alignment with the interests of non-EU students who were attracted by the 2+2 model. The other opportunity would be in the digital delivery space and this may be attractive for postgraduate students.

An RCC member noted there was a perceived value among non-EU students to be located at Trinity both for the high-quality teaching and the experience of living in Ireland. They queried whether there any risks with the 2+2 model in the context of having zero tolerance for reputation risk. The Vice-President for Global Engagement advised that the University had a successful track record with delivering the 2+2 model and noted that data from surveys indicated there were a variety of reasons why international students chose to study at Trinity some of which varied by student market.

An RCC member asked what potential risk existed in the current pool and pipeline for future cohorts given the time frame for identifying options could be 18 to 24 months. Mr Coogan advised that there had been a trend of growth over the last five years against a backdrop of various shocks. The postgraduate market was considered to be more at risk than the undergraduate cohort due to deferrals. Close attention was paid to the political environment and there were no indications at this stage of adverse recruitment trends.

In response to a question about how the institution could respond dynamically to changes in the external environment as part of its recruitment strategy, the Vice-President for Global Engagement advised that there were opportunities in the digital delivery space. This would require investment in our digital infrastructure and buy in from stakeholders. The other element was focussing on alternative markets and activity was already taking place on this.

In response to a question on the potential vulnerability to changes in policy around visas, the Vice-President for Global Engagement advised that there was no indication at this stage that there would be a shift in current policy but that it was being monitored closely.

An RCC member noted that knowledge security was a risk on the University Risk Register and the EU may also set expectations in this space which could have implications for recruitment strategies.

Action/Decision

35.1 The RCC received the presentation from the Vice-President for Global Engagement.

Professor Stokes and Mr Coogan left the meeting at this point.

RCC/24-25/36 Evacuation Marshal Policy

Dr Katharine Murray, Head of Safety, introduced the item with reference to her presentation dated 5 February 2025 and draft Evacuation Marshal Policy which had been circulated in advance. The RCC welcomed the clarity around the Evacuation Marshal role as set out in the Policy.

Action/Decision

36.1 The RCC approved the draft Evacuation Marshal Policy and recommended it for approval to the Board.

RCC/24-25/37 Deferring items to the next meeting

All remaining items on the agenda were deferred until the next meeting of the Committee which would take place on 5 March 2025.

RCC/24-25/38 Any other business

There were no other items of business.

The next meeting of the RCC will take place on Wednesday 5th March 2025 at 14.00 in the Trinity Board Room.

Signed



Date

5 March 2025