Minutes of the Governing Body Meeting – 8 January, 2025

Present: David Holohan (Chairperson)*, David Smith (President), Ruth Barry, Turlough Conway*, Bernadette Costello, Dr Eimear Cotter*, Dr Cormac Deane*, Anne Ferris*, Lavender Jane Gartlan, Simone James, Dr Gráinne Kirwan*, Siobhan Lynch*, Diana Moldovean, Prof Paul Moore, Brian Mulligan*, Peter O'Brien* Colm O'Callaghan, Eva Perez*

Apologies: Owen Laverty

Absent without Apology:

In Attendance: Michael Farrell (Excl. item 1-3 and Item 7.1), Elizabeth Stunell*

*Attendance via MS Teams

This meeting took place in the Boardroom, Roisin Hogan House, IADT, with remote attendance being facilitated via the MS Teams Platform – IADT Governing Body Group. Attendance for the meeting was monitored throughout the meeting by the Secretary to the Governing Body, and the Recording Secretary to the Governing Body. The meeting commenced at 12.00 pm, and concluded at 2.15 pm.

1. **Adoption of Agenda**
    The Agenda was adopted as circulated, with agreement that Item 7.1 will be taken early on the Agenda.

    Proposed: Dr Grainne Kirwan
    Seconded: Anne Ferris

2. **Conflicts of Interest**
    No conflicts of interest were reported regarding items for discussion on the agenda for this meeting.

3. **Adoption of Minutes of the Meeting of 11th December 2024 (including for Publication)**
    The Minutes of the Meeting of 11th December 2024 were approved (including approval for publication).

    Proposed: Chairperson
    Seconded: President

4. **Matters Arising**
    - **Declarations of Interest –** members of the Governing Body were reminded of their obligation to return their Declarations of Interest to the Standards in Public Office by the end of January, providing a copy to IADT.
    - **Governing Body Effectiveness Review** – following the presentation on the Report on the Governing Body Effectiveness Review presented by Deloitte at the meeting of 11th December, the Chairperson, President and Secretary will work towards implementing the recommendations of the report. An update on this will be provided to the next meeting of the Governing Body.

5. **Correspondence**
    - **Standards in Public Office –** formal notification of the need to complete the annual Declarations of Interest returns has now been received from the Standards in Public Office.

6. **Technical Approvals**
    6.1   Bank Accounts
    No changes to IADT's Bank Accounts.

    6.2   Property Rentals
    The following Media Cube Licenses were approved:

    - Cassette Vision
    - ThinScale Technology
    - Glocal Advertising Cloud t/a Gladcloud

    Proposed: Chairperson
    Seconded: Brian Mulligan

    6.3   HR Appointments
    No appointments to note.

7. **Governing Body Resolutions**
    7.1   The Governing Body approves the appointment of Michael Farrell as Interim Secretary to the Governing Body (1/2025)
    This item was taken in advance of Item 4. It was noted that the Secretary/Financial Controller – who fulfils the role as Secretary to the Governing Body, will be on extended leave, and that Dr Andrew Power – Vice President for Academic Affairs and Registrar, fulfilled the role as Secretary to the Governing Body on an emergency basis. It was proposed to the Governing Body that Michael Farrell be appointed as Interim Secretary to the Governing Body and Michael Farrell's profile outlining his experience was circulated to the Governing Body ahead of the meeting.

    Resolution 1/2025 was adopted by the Governing Body.

    Proposed: Ruth Barry
    Seconded: Bernadette Costello

The Chairperson and members of the Governing Body welcomed Michael Farrell to the meeting.

8.   **Governing Body Committees and Academic Council**

8.1   **Academic Council – Minutes of the Meeting of 4th November 2024**

Circulation of the Minutes of the Academic Council meeting of 4th November 2024 were noted by the Governing Body. An overview of matters discussed by Academic Council was given by the President. Academic Council noted that Dr Rachel Clark has taken up her role as Programme Manager for IADT's TU Rise funded project ELEVATE. An update on the ELEVATE Project will be provided to a future meeting of the Governing Body. 65 potential applicants attended the recent Open Day for the Creative Pathways programme – 10 places are available on the programme with an application and interview process required. IADT's new Programme Development Unit has been established and will assist IADT in identifying areas of opportunity for programme delivery and developing new programmes in these areas. Achieving growth in student numbers will be critical for IADT to secure future capital investments in the campus for example the Quadrangle Refurbishment project. Of key importance to the Institute for Q1 2025 will be to prepare IADT's submission for and to achieve the *TrustEd Ireland* (International Education Mark) – a statutory quality mark from QQI which will be a prerequisite for HEIs to continue to recruit international students onto their programmes. IADT intends to make its submission in the first round of applications for the **TrustEd Ireland** Mark.

(Prof Paul Moore joined the meeting ahead of Item 9)

9.   **President's Briefing**

Circulation of the President's Briefing to Governing Body was noted and a number of key points from the Briefing were highlighted by the President.

9.1 National Strategic Update

- **Sectoral Advocacy Group** – with funding having been formally allocated by the HEA through the Technological Sector Advancement Fund, work is now under way to establish a new Sectoral Advocacy Group to represent all HEIs within the Technological Higher Education Sector. It is expected that the new Advocacy Group will be in place later in the year. In preparation for this, arrangements have been put in place for the wind-down of the Technological Higher Education Association (THEA), with the final formal meeting of the THEA Presidents Council to take place in January.
- **Digital Media Building** – completion works to the Digital Media Building have resumed following the Christmas Break, and the building is on target to be handed over to the Management Company on 14th January. Delivery of a number of classes within the new building will commence from 20th January with further programmes moving to the new building as IADT's ICT Team complete the installation works to ICT Labs.
- **Quadrangle Refurbishment Project** – KPMG are continuing to work to develop the detailed *Economic Business Case* for the Quadrangle Refurbishment Project and will complete the report for submission to and consideration by the HEA and Department of Public Expenditure and Reform by the end of March.
- **NTUTORR** – the formal funded NTUTORR Project concluded at the end of December 2024. The immense benefits derived from the project were noted, with work to continue a number of key elements of the project being discussed among HEIs within the sector. In addition, work is also being undertaken to identify alternative funding to continue a number of elements of the project. A comprehensive report on the outcomes of the NTUTORR project is currently being compiled by external consultants detailing the outcomes of the NTUTORR Project which was funded under the Government's *National*

Recovery and Resilience Plan (NRRP) which was developed by the Government to access funding under the *EU Recovery and Resilience Facility*.

9.2 Strategy Implementation

- **Delivery of IADT Strategic Plan** – the President noted that 2025 will be a critical year for IADT to put the necessary structures and developments in place to support the Institute's application for a change in designation. The Institute's 2025 Annual Dialogue Meeting with the HEA is likely to take place towards the end of the year, at which a clearer sense of the Institute's preparedness to achieve a change in designation will be discussed. It is anticipated that an application for a change in designation will be made in 2026. Many of the Objectives and Key Results agreed by the Executive and set out in IADT's OKR Document have been established to deliver the necessary preparations to meet this goal, and a full presentation on the OKR process will be made to the Governing Body at Item 9.4.
- **Consultation on the Review of IADT's Organisational Design** – the President is in receipt of the initial and mid-project report on progress in the consultation process to review IADT's organisational structure. The President intends to review the report in detail in the coming days providing initial feedback to Crowe.

9.3 Risk Management

- **Strategic Finance** – as previously reported, IADT has received an additional allocation of €1.06m resulting in the Institute returning a surplus in the region of €300k for 2024. The Executive has met with the Finance Manager and work to develop a more strategic approach to the management of the Institute's budgets, income and expenditure is underway.

9.4 IADT's OKR Document – Objectives and Targets – Presentation by the President and Director of Strategic Projects

The Chairperson welcomed Dr Daithi Mac Sithigh – Director of Strategic Projects – to the meeting. Dr Mac Sithigh gave a presentation on the process to develop and agree IADT's OKR Document, and the processes and procedures for monitoring and reviewing progress in achieving the Objectives and Key Results outlined within the document. During the discussion that followed the presentation, the following points were noted:

- The Governing Body welcomed the implementation of a digital platform to record and monitor progress in achieving objectives and key results agreed within IADT's OKR Document.
- A briefing was provided to the Governing Body on how the process will be managed, reviewed and reported. In addition, regular updates on progress will be provided to the Governing Body.
- The Governing Body noted its support for the approach to the OKR process being taken by IADT. An overview of the change of focus from a Key Performance Indicator-based reporting to an Objectives and Key Results-based reporting structure was provided to the Governing Body.
- The 2024/2025 academic year is the first full year of implementation of the OKR document, with targets for 2025/2026 to be agreed by the Executive in June of this year.
- The Governing Body requested the President to include updates on delivery of the OKR Document within the briefing provided to Governing Body on a regular basis to supplement the periodic in-depth reports on delivery of OKRs.

- An overview of the role and membership of the Future Pathways Steering Group – a staff consultative group established to meet regularly with the President – was provided to the Governing Body.

9.5   IADT's Student Numbers and Profile 2024/2025 – Presentation by the Registrar
The Chairperson welcomed Dr Andrew Power – Registrar, and Carmel Kelly – Assistant Registrar – to the meeting. Dr Andrew Power gave a presentation on IADT's Student Numbers and Profile 2024/2025 to the Governing Body. In the discussion following the presentation, the following points were noted:

- IADT's student numbers for the October 2024 census were 2,339; a second census of student numbers is taken in March. The overall trends in student numbers for the Institute over the past decade were discussed by the Governing Body. The link between student numbers and core exchequer funding received from the HEA was also highlighted as were the commitments given in relation to capital developments such as the Digital Media Building and numbers projections that will be included within the detailed Economic Business Case submitted as part of the next phase of the Quadrangle Refurbishment Project proposal.
- The need to increase the number of students offered places on high-demand programmes was highlighted. Potential strategies to increase the numbers of students that can be recruited onto high demand programmes are being actively discussed within the Faculties.
- Securing suitable and affordable accommodation to enable students to attend their HEI of choice remains a significant and ongoing issue for students. A high proportion of IADT's student population comes from the local and surrounding areas and easily commutable areas. It was suggested IADT should consider any additional flexible modes of delivery that could be put in place across all programmes to support students in completing their studies. The potential student accommodation projects in the locality that may benefit future IADT students were discussed.
- It was noted that student numbers may be recorded differently in particular reports and submissions (eg.WTE vs #Registered Learners). The Registrar will examine any differences to ensure accuracy and consistency.

10.   Equality, Diversity and Inclusion Implications

- The recruitment process is well underway for IADT's Creative Pathways programme designed to provide access pathways to third level for students with intellectual disabilities
- Difficulties encountered by students in securing appropriate and affordable accommodation to enable them to attend their programmes, remain an ongoing and significant issue.

The next meeting of the Governing Body will take place on 12th March 2025.

Signed:_____   Date: _____
            David Holohan