

Minutes of the Governing Body Meeting – 14 May, 2025

- Present:** David Holohan (Chairperson), David Smith (President), Ruth Barry, Turlough Conway, Bernadette Costello, Dr Eimear Cotter, Dr Cormac Deane*, Anne Ferris*, Dr Gráinne Kirwan*, Owen Laverty, Prof Paul Moore, Brian Mulligan*, Peter O'Brien*, Colm O'Callaghan,
- Apologies:** Lavender Jane Gartlan, Simone James, Siobhan Lynch, Diana Moldovean, Eva Perez
- Absent without Apology:**
- In Attendance:** Michael Farrell, Sinead Keane, 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 Interim Secretary to the Governing Body, and the Recording Secretary to the Governing Body. The meeting commenced at 12.00 pm, and concluded at 1.20 pm. Following the meeting, the Chairperson met with Members of the Governing Body in the absence of the President, Interim Secretary, Governance Lead and Recording Secretary.

1. Adoption of Agenda

The Agenda was adopted as circulated, with Item 8.1 to be deferred to the next meeting of the Governing Body.

Proposed: Chairperson

Seconded: B. Costello

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 12th March 2025 (including for Publication)

The Minutes of the Meeting of 12th March 2025 were approved (including approval for publication).

Proposed: R. Barry

Seconded: B. Costello

4. **Matters Arising**

No matters arising.

5. **Correspondence**

No correspondence.

3. **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.

6.1 **National Strategic Update**

- **Technological Universities Association** – the Technological Higher Education Association (THEA) has now been formally dissolved. The new Sectoral Advocacy Group the Technological Universities Association (TUA), has been formally established and commenced meetings. TUA comprises all Technological Universities and Institutes of Technology within the Technological Higher Education Sector. The President commended the commitment made by the HEA, Department of FHERIS and Prof Vincent Cunnane – President of Technological University of the Shannon (TUS) – for their work and support which has led to the establishment of the sectoral advocacy group, with funding to support the establishment of the group having been made available through the Technological Sector Advancement Fund (TSAF). The new body will play a key advocacy role on sectoral matters for HEIs within its remit.
- **Digital Media Building** – IADT's new Digital Media Building was officially opened by Minister James Lawless TD, Minister for FHERIS – on 7th May. The positive support expressed by Minister Lawless for IADT's work in the Creative Industries was welcomed by the President. The President and Governing Body Chairperson will meet with Minister Lawless on 18th June next to discuss a number of key strategic areas and future developments for IADT.
- **Choose Europe for Science** – the President along with fellow EU University Rectors, Vice Chancellors and Presidents, were invited by President of France, M. Emmanuel Macron – to attend the announcement by President Macron and European Commission President Ursula von der Leyen of the EU's future funding and strategy to address the global challenges facing the EU and EU HEIs with respect to Research and Innovation funding, Academic and Scientific freedoms. The announcement took place on 5th May in Paris. Later the same day, the President attended a strategic summit and workshop for European Universities Alliances with the future importance of European Universities being discussed.
- **FilmEU European University Alliance** – the President, Head of Faculty of Film, Art and Creative Technologies and the Director for Strategic projects, will attend the upcoming FilmEU European University Alliance Summit in Sofia, Bulgaria, in June. The next steps arising from the European Universities Alliances workshops which took place in Paris will be discussed.
- **On Show Graduate Exhibition** – IADT's On Show Graduate Exhibition will open on 29th May next.
- **Carnegie Campus** – a number of events including events open to the community, have taken place at the Carnegie Campus. a full programme of events for the Carnegie Campus is being put in place.
- **NIBRT** – IADT has signed a Memorandum of Understanding with the National Institute for Bioprocessing Research and Training (NIBRT), with the President noting the importance of this for ongoing research development at IADT.

6.2 Strategy Implementation

- **OKR Targets 2025/2026** – the Executive has commenced the process to agree OKR targets for delivery during the 2025/2026 academic year. The Executive meets on a fortnightly basis to review progress in delivering OKR targets, with good progress being reported. A report on the delivery of agreed targets for 2024/2025 will be provided at the September meeting of the Governing Body.
- **Strategic Finance** – as previously noted, the Executive has commenced a detailed review of the Institute’s expenditure profile, with this review expected to be completed in June.
- **Budget and Accountability Meeting with the HEA** – IADT’s annual Budget and Accountability Meeting with the HEA took place on-campus on 8th April last. The meeting was reported to have been very positive with a number of key areas being discussed including ECF, student numbers and future Institutional developments. The meeting was attended by the President, Director for Strategic Projects, Finance Manager and HR Manager on behalf of IADT. Following the meeting, IADT was advised of a small increase in the ECF staff allocation which will provide necessary flexibility in relation to staff appointments to deliver IADT’s ongoing transformation.
- **Review of Organisational Structures** – the final report and recommendations on the Review of IADT’s Organisational Structures is due to be received from Crowe shortly following which the report will be reviewed and discussed by the Executive. Once the new structure for the Institute has been agreed, recruitment processes will be undertaken for revised and/or vacant posts within the Executive Management Team. The President briefed the Governing Body on a number of the key changes to Executive roles that are likely to be included by Crowe within the final report. A full briefing on the new Organisational Structure will be provided to the next meeting of the Governing Body.
- **Budget Allocation** – notification of IADT’s 2025 budget allocation has been received from the HEA. The critical need to achieve growth in student numbers to increase this budget allocation was again highlighted. The Governing Body was also briefed on work being carried out by the Audit and Risk Committee in relation to the format of the Institute’s Management Accounts, and it is intended to circulate Management Accounts to the Governing Body following review by the Audit and Risk Committee once the format has been agreed. The Governing Body was also reminded that IADT’s budget allocation and expenditure reporting to the HEA is based on a calendar year (January to December). However statutory reporting and auditing of accounts is based on the Financial Year (September to August). This generates a significant level of additional work for IADT’s Finance Team.

6.3 Risk Management

- **Enterprise Risk Management System** – the procurement process for a new Enterprise Risk Management System has been completed. The new system will be implemented shortly and will provide the Executive Management Team with a more effective system to monitor risk.

7. Technical Approvals

7.1 Bank Accounts

No changes to IADT’s Bank Accounts.

7.2 Property Rentals

The following Media Cube Licenses were approved:

- Conjure Communications

Proposed: Chairperson

Seconded: President

7.3 HR Appointments

No appointments to note.

7.4 Schedule of Governing Body Meeting Dates – 2025/2026

The proposed schedule of meetings for the Governing Body for 2025/2026 was noted and approved.

8. Governing Body Resolutions

8.1 The Governing Body Approves the IADT Risk Management Policy (4/2025)

A number of further updates to the draft Risk Management Policy have been identified and are being implemented at present. The updated Risk Management Policy will be presented to the next meeting of the Governing Body for approval. Resolution 4/2025 was Deferred.

8.2 The Governing Body approves the revised list of Matters Reserved to the GB for approval (5/2025)

Circulation of the revised list of Matters Reserved to the Governing Body was noted and approved by the Governing Body. Resolutions proposed to the Governing Body for approval and/or adoption will be in accordance with the agreed reserved functions. The revised list of Matters Reserved to the Governing Body was adopted.

Resolution 5/2025 was adopted by the Governing Body.

Proposed: Chairperson

Seconded: B. Costello

8.3 The Governing Body approves the revised Governing Body Agenda Format (6/2025)

Circulation of a revised Agenda Format for Governing Body meetings was noted. a revised order for items placing items for discussion and decision earlier on the agenda and the inclusion of indicative timings for each item was noted and supported by members of the Governing Body. It was also agreed that Minutes and Reports from Sub-Committees of Governing Body and the Academic Council will be submitted for noting only with queries on specific items from the Sub-Committee minutes to be taken at the meeting. The revised agenda format was approved by the Governing Body.

Resolution 6/2025 was adopted by the Governing Body.

Proposed: Chairperson

Seconded: B. Costello

8.4 The Governing Body approves the Annual Calendar for Governing Body meetings (7/2025)

Circulation of a proposed calendar for presentations and key decision items was noted and approved by the Governing Body. A query was raised regarding the role of the Governing Body in approving the Institute's budget projections for the year. It was noted that a budget proposal is prepared by the Institute and submitted to the Audit and Risk Committee for approval. The budget proposal is reviewed in detail by the Audit and Risk Committee on behalf of the Governing Body. It was also noted that confirmation of the budget allocation for the year is not generally received from the HEA until around February/March, well into the budgeting year. Updated Management Accounts tracking budget allocation and expenditure are provided to and reviewed by the audit and Risk committee throughout the year

Resolution 7/2025 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: B. Costello

The President put on record his appreciation to the Interim Secretary for the work undertaken to review the Reserved Functions, Calendar and Agenda Format. It was also noted that the terms of Reference for Sub-Committees of Governing Body will be reviewed over the coming months.

9. Governing Body Committees and Academic Council

9.1 Academic Council – Minutes of the Meetings of 10th February 2025 and 10th March 2025

Circulation of the Academic Council Minutes of the Meetings of 10th February 2025 and 10th March 2025 were noted by the Governing Body. An overview of matters discussed by Academic Council was given by the President. IADT's CAO application numbers are trending positively at around 8% with application numbers for a number of programmes being very strong. However work will be needed to increase application numbers for a number of programmes.

IADT Student Union – the President briefed the Governing Body on an issue currently being worked through with the Student Union, which it is hoped to resolve in the coming weeks. It is also intended to establish the IADT Student Union as an independent entity from IADT, with the allocation of an annual 'block grant' to fund activities; this will bring the Student Union in line with the Student Unions of other HEIs within the sector. The President noted the importance of the good working relationship that has been established between the Institutes Executive Team and the Student Union, with the importance of maintaining this also being highlighted. The President anticipated that current issues will be resolved in discussion with the Students' Union in the near future. This matter was discussed further under Item 10.

International Students – IADT's international student numbers are steadily increasing. The President noted that a number of members of the Executive Management Team recently visited Ravensbourne University, and met with key staff to discuss areas of interest to IADT which included their international student provision. The importance of continuing to grow IADT's international student numbers was highlighted.

9.2 Audit and Risk Committee – Minutes of the Meeting of 19th February 2025, and Summary Report of the Meeting of 31st March 2025

Circulation of the Audit and Risk Committee Minutes of the Meeting of 19th February 2025, and Summary Report of the Meeting of 31st March 2025 were noted by the Governing Body. An overview of matters discussed at the Audit and Risk Committee was given by the Chairperson of the Committee.

9.3 Noting of Budget Submission as presented and approved by Audit and Risk Committee at its meeting of 31st March 2025

Circulation of the Budget Submission as presented and approved by Audit and Risk Committee at its meeting of 31st March 2025 was noted by the Governing Body. In response to a query, an overview was provided in relation to funding allocations which are based on both student numbers and programme discipline weightings.

9.4 Recruitment and Selection Committee – Minutes of the Meeting of 18th November 2024, and Summary Report of the Meeting of 20th March 2025

Circulation of the Recruitment and Selection Committee Minutes of the Meeting of 18th November 2024, and Summary Report of the Meeting of 20th March 2025 were noted by the Governing Body. An overview of matters discussed at the Recruitment and Selection Committee was given by the Chairperson of the Committee. The Governing Body noted that due to a strong private sector recruitment market and lifestyle choices being made by candidates, IADT – along with other public sector bodies, faces difficulties in filling a number of vacancies. In relation to a number of roles, it has been necessary to advertise the post multiple times to secure a suitable candidate for the role.

10. Equality, Diversity and Inclusion Implications

- The President briefed the Governing Body on an issue currently being worked through with the Student Union. The importance of the good working relationship between the Institute’s Executive Team and the Student Union was highlighted.
- Due to a strong private sector recruitment market and lifestyle choices being made by candidates, multiple recruitment competitions have been necessary to fill a number of roles.

The next meeting of the Governing Body will take place on 10th September 2025.

Signed: _____
David Holohan

Date: _____