

## Minutes of the Governing Body Meeting – 10 September 2025

**Present:** David Holohan (Chairperson), David Smith (President), Ruth Barry, , Bernadette Costello, Dr Eimear Cotter, Anne Ferris\*, Robert Griffin, Dr Gráinne Kirwan\*, Owen Laverty, Prof Paul Moore, Peter O’Brien\*, Colm O’Callaghan, Eva Perez

**Apologies:** Turlough Conway, Siobhan Lynch, Brian Mulligan

**Absent without Apology:**

**In Attendance:** Michael Farrell, Sinead Keane, Dr Daithí Mac Sithigh (Items 6.3 and 9), 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 1.30 pm. Prior to the commencement of the meeting, the Governing Body met in closed session in the absence of the President, Governance Lead and Recording Secretary. In addition, the Governing Body met in closed session with Dr Alan Wall – CEO, HEA and Pearl Cunningham – Head of Finance, HEA, at the conclusion of the Agenda items.

### 1. Adoption of Agenda

The Agenda was adopted as circulated.

Proposed: Eimear Cotter  
Seconded: Chairperson

### 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 Meetings of 11th June 2025 and 26th June 2025 (including for Publication)

The Minutes of the Meetings of 11th June 2025 and 26th June 2025 were approved (including approval for publication).

Proposed: Ruth Barry  
Seconded: Bernadette Costello

#### 3.1. Matters Arising

No matters arising.

**4. Correspondence**

No correspondence.

**5. Action Tracker**

The meeting was advised that the action tracker had been devised and would be populated for circulation to the next Governing Body meeting

**6. President's Report**

Circulation of a briefing from the President was noted, and a number of key items from the briefing were highlighted.

**6.1 National Strategic Update**

- **Student Accommodation** – the President has met with the developer of the new student accommodation building currently under construction at Bakers Corner. It is expected that accommodation units will be ready for students to rent in time for the 2027/2028 academic year.
- **CAO Update** – the President updated the Governing Body in relation to the CAO offer/acceptance processes which are ongoing at present. To date, 599 applicants have accepted places at IADT through the CAO, an increase on last year's numbers. It is anticipated that IADT's two Tertiary Programmes offered in partnership with the FE Sector will recruit 70+ students between the two programmes. IADT is on target to recruit c.630 new learners to the Institute this year, an increase on last year resulting in IADT returning to a growth cycle in student numbers. This was welcomed by the Governing Body. Recruitment to programmes offered through the HEA-funded Springboard initiative are also recruiting well with all programmes expected to fill.

**6.2 Strategic Projects Update**

Circulation of updates contained within the President's Report to Governing Body were noted.

**6.3 Briefing on IADT Organisational Structures**

Dr Daithí Mac Sithigh – Director of Strategy – was in attendance for this item. An outline of the scope and stages of the consultation process for the review of IADT's Organisational Structures was provided to the Governing Body. In order to undertake the consultation process and following a procurement process, the expertise of Crowe Ireland was engaged to undertake a consultation process with management and staff, along with a detailed review of the structure of other high performing and international HEIs operating in similar fields to IADT. The President received the final report from Crowe in June, and outlined some of the key findings to the Governing Body. The proposed model for IADT's future Organisational Structure was presented to the Executive and following discussion, was formally adopted by the Executive on 3rd September 2025. The President is currently engaged in ongoing dialogue with Academic Heads of Department in relation to finalising the names and programme distribution within each Department. The new Organisational Structure provides greater levels of autonomy for academic leaders within the Institute. In addition, a restructuring of a number of Executive roles is also in progress with recruitment processes (supported by an Executive Recruitment Agency) to be undertaken for vacancies at Executive level in the coming months. A series of briefings for the Management Team and for staff will take place over the coming weeks. The President also noted that a briefing on the new Organisational Structure will be provided to the HEA and Department of FHERIS in

the coming week to ascertain their support for the new structure ahead of the recruitment of Executive roles. The Governing Body requested that a further in-depth presentation on the new Organisational Structure be provided to the next meeting of the Governing Body. The President undertook to provide a comprehensive briefing on the Crowe report to the next meeting of the Governing Body.

**7. Management Accounts & Expenditure Report**

Following recommendation from the C&AG, a standing item in relation to Management Accounts and Expenditure will be included on the Agenda for all Governing Body meetings, with updates provided to the Governing Body following consideration by the Audit and Risk Committee.

**8. Risk Management**

Following recommendations from the C&AG, a standing item in relation to Risk management will be included on all Agendas for meetings of the Governing Body, with updates to be provided in accordance with the agreed Governing Body calendar.

**9. Delivery of IADT Strategic Plan and Performance Framework:  
Progress Update and Briefing on Coming Year Targets**

Dr Daithí Mac Sithigh – Director of Strategy – gave a presentation in relation to IADT’s OKR process, and delivery of targets agreed for the delivery of IADT’s Strategic Plan and Performance Agreement. Circulation of a number of reports to Governing Body was also noted. Funding awarded through the Technological Sector Advancement Fund (TSAF) will come to an end in June 2026. The launch of the Targeted Enhancement Fund (€65m available) earlier this year was noted and a submission for funding for IADT was developed by the President and Director of Strategy and submitted to the HEA by the 21st August submission date. The President and Director of Strategy are currently completing IADT’s Performance Framework Self-Evaluation Report to the HEA, the first report on the delivery of the Performance Agreement agreed with the HEA during 2024. IADT’s annual Strategic Performance Meeting with the HEA will take place in November.

**10. Delivery of IADT Governance Framework Overview**

This item was deferred to the next meeting of the Governing Body.

**11. Technical Approvals**

**11.1 Bank Accounts**

No changes to IADT’s Bank Accounts.

**11.2 Property Rentals**

The following Media Cube Licenses were approved:

- Zendra Healthcare
- Smart PM
- Education Elephant
- VenueSearch
- Sustainability Monitoring Solutions t/a ZiggyTec

Proposed: Owen Laverty

Seconded: Colm O’Callaghan

### **11.3 HR Appointments**

No appointments to note.

### **11.4 Approval of Timelines for Governing Body Annual Internal Effectiveness Review**

The need for the Governing Body to undertake regular Effectiveness Reviews was highlighted. A questionnaire will be issued to members of the Governing Body shortly, to capture their view on the effectiveness of the Governing Body as part of the 2025 internal Governing Body Effectiveness Review. The Chairperson requested that members of the Governing Body complete the survey as quickly as possible with the outcome of the survey to be considered at the Governing Body meeting of 12th November. In addition, the Chairperson noted that an externally facilitated Governing Body Effectiveness Review will take place during 2026.

## **12. Governing Body Resolutions**

### **12.1 The Governing Body Approves the appointment of Chloe Danga and Maria Balan as Student Union Members of the Governing Body, for a Term of Office of 11th September 2025 to 30th June 2026 (18/2025)**

The Governing Body noted that as part of the development of the HEA Act legislation reforming the membership of Governing Bodies, representation was made by AMLÉ that student members of Governing Bodies should be drawn from among elected Student Union Officers. The comparatively short term of office of student members of the Governing Body was noted and it was suggested that student members of the Governing Body should develop a 'Governing Body Student Pack' that they could pass on to their student member successors which would provide the incoming members with a valuable handover resource. In addition, the Governing Body suggested that greater supports could be provided to students serving on other academic and working committees within the Institute.

Resolution 18/2025 was adopted by the Governing Body.

Proposed: Chairperson

Seconded: R. Barry

### **12.2 The Governing Body Approves <names to be provided at the meeting>, to be made Honorary Fellow(s) of IADT (19 /2025)**

The President informed the Governing Body that a nominations process for nominees to be considered to be made Honorary Fellows of IADT has been undertaken. However, at the outcome of the process, only male nominees were approved for proposal to the Executive and Governing Body as Honorary Fellows. On the grounds of Gender Balance and noting that the outcome of the process for the past two years has not provided any successful female nominations, the Executive has recommended that further nominations will be sought and an extended process undertaken. In order to support the awarding of Honorary Fellow recognition awards at this year's Conferring ceremony (which takes place on 31st October next), it will be necessary to convene a short meeting of the Governing Body in the coming weeks to approve the nominees.

Resolution 19/2025 was deferred.

### **13. Governing Body Committees and Academic Council**

#### **13.1 Academic Council – Minutes of the Meeting of 12th May 2025**

Circulation of the Academic Council – Minutes of the Meeting of 12th May 2025 were noted by the Governing Body.

**Artificial Intelligence** – IADT’s Head of Department of Entrepreneurship Dr Audrey Stenson is taking a leadership role in relation to AI and has attended a conference organised by the HEA over the summer. Dr Stenson will brief the President on key areas discussed at the conference shortly. It is hoped to have a number of AI Champions in place shortly, with supporting AI-related policies also to be put in place. The Governing Body again noted the beneficial opportunities of ethically and strategically implementing AI, along with the potential for negative impacts also being highlighted. A top-level overview of recently published research was also outlined to the Governing Body.

#### **13.2 Audit & Risk Committee – Minutes of the Meetings of 3rd June and 26th June 2025, & Summary Report of the Meeting of 27th August 2025**

Circulation of the Audit & Risk Committee – Minutes of the Meetings of 3rd June and 26th June 2025, & Summary Report of the Meeting of 27th August 2025 were noted by the Governing Body. An audit of processes and procedures for User Access Management has been undertaken recently, resulting in a number of recommendations which are being implemented at present. The Audit and Risk Committee has requested an in-person briefing from IADT’s ICT Manager which will be provided at an upcoming meeting of the Audit and Risk Committee. Work being undertaken by the Audit and Risk Committee in areas of Cyber Security and Internal Audit were also noted.

**IADT Student Union** – the President updated the Governing Body in relation to recent work with the IADT Student Union. The need for the IADT Student Union to be established as an independent entity for Governance reasons was again highlighted. A mediation process has been undertaken with the Student Union and a settlement agreement has been reached. It is hoped that the Student Union will re-engage with IADT’s Executive shortly to conclude this process. The President commended the support for both parties received from AMLÉ during the discussion and mediation process.

#### **13.3 Recruitment & Selection Committee – Minutes of the Meeting of 29th May 2025, & Summary Report of the Meeting of 28th August 2025**

Circulation of the Recruitment & Selection Committee – Minutes of the Meeting of 29th May 2025, & Summary Report of the Meeting of 28th August 2025 were noted by the Governing Body. The Chairperson noted that the processes put in place for post appointment approvals is working well.

#### **13.4 Recruitment & Selection Committee – Annual Report 2024-2025**

Circulation of the Recruitment & Selection Committee Annual Report 2024-2025 was noted by the Governing Body. The Recruitment and Selection Committee has undertaken an effectiveness review with positive feedback having been received in relation to the operation of the Committee.

#### 14. Equality, Diversity and Inclusion Implications

- An update in relation to work underway to establish the IADT Student Union as an independent entity was provided to the Governing Body.
- Construction works on the new student accommodation building at Bakers Corner has commenced with the importance of this project for students being highlighted.
- Two new Student Representatives have been appointed to the Governing Body and will commence their term of office on 11th September.
- Recruitment to IADT's HEA-funded Springboard programmes has been very positive with all places on these programmes expected to be filled.
- IADT's two Tertiary Programmes offered in partnership with the Further Education sector are recruiting well.

**Retirement of Secretary/Financial Controller** – the President noted that Bernard Mullarkey will retire from his role as Secretary/Financial Controller at the end of September. The President put on record the contribution made by Bernard Mullarkey to the Institute during his time as Secretary/Financial Controller and Secretary to the Governing Body. The Governing Body wished Bernard well in his retirement.

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

The Chairperson welcomed Dr Alan Wall – CEO of the Higher Education Authority – and Pearl Cunningham – Head of Finance, HEA – to the meeting. At the conclusion of Agenda items, the Governing Body met in closed session with Dr Wall and Pearl Cunningham.

Signed: \_\_\_\_\_  
David Holohan

Date: \_\_\_\_\_