

Minutes of the Governing Body Meeting – 11 June, 2025

- Present:** David Holohan (Chairperson), David Smith (President), Ruth Barry, Turlough Conway, Bernadette Costello, Dr Cormac Deane, Dr Gráinne Kirwan, Owen Laverty*, Brian Mulligan, Peter O’Brien, Colm O’Callaghan, Eva Perez
- Apologies:** Dr Eimear Cotter, Anne Ferris, Lavender Jane Gartlan, Simone James, Siobhan Lynch, Diana Moldovean, Prof Paul Moore
- 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 1.10 pm. The meeting was followed by a Closed Session in the absence of the President and Recording Secretary.

1. Adoption of Agenda

The Agenda was adopted as circulated.

Proposed: Chairperson
Seconded: R. Barry

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 14th May 2025 (including for Publication)

The Minutes of the Meeting of 14th May 2025 were approved (including approval for publication).

Proposed: B. Costello
Seconded: President

3.1. Matters Arising

No matters arising.

4. Correspondence

No correspondence.

5. **Action Tracker**

An Action Tracker of items raised at meetings is being kept by the President, Secretary and Recording Secretary to the Governing Body. Ahead of the next meeting, the Action Tracker will be finalised and presented to the meeting under Matters Arising.

6. **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 recruitment process for a CEO for the Technological Universities Association is in progress. In addition it is hoped to make an announcement of a Project Director for the Technological Universities Association in the near future. Meetings of the Presidents of the seven HEI members of the Technological Universities Association have also commenced.
- **Targeted Enhancement Fund (TEF)** – on 4th June, Minister for Further and Higher Education, Research, Innovation and Science, James Lawless TD, announced the launch of a HEA call for applications to a €65m Targeted Enhancement Fund (TEF) for the technological sector to include Technological Universities, Institutes of Technology and publicly funded specialist colleges. The closing date for submissions is in August and work to develop IADT's submission will be ongoing over the summer. IADT has benefited significantly from the allocation received through the Technological Sector Advancement Fund with the allocation to the Institute supporting key areas of organisational change and strategic developments.
- **Quadrangle Refurbishment Project** – IADT's submission of the Preliminary Business Case for the Quadrangle Refurbishment Project was submitted on 21st May last.
- **Student Accommodation** – it is understood that works to the Student Accommodation development on the site of the Baker's Corner public house is due to commence in the coming weeks with a goal of delivering in excess of 250 student accommodation units. The importance of securing accommodation local to the Institute for students was again highlighted. The President also briefed the Governing Body on the other Student Accommodation projects that are being advanced by the Institute.
- **On Show 2025** – IADT's annual Graduate Exhibition On Show opened on 29th May with the event being noted as a great success.
- **Industry Day** – IADT hosted the now annual Industry Day on 29th May – the event was hosted in the Digital Media Building with support funding for the event provided through the ELEVATE project. The President commended all staff who participated in the event.
- **ELEVATE** – the significant impact in growing research activity at IADT being made through the TU-Rise-funded ELEVATE Programme was highlighted by the President. Growing research activity will be critical to the ongoing development of the Institute. An overview of the key activity areas and achievements of the ELEVATE Project to-date was provided within the President's Briefing circulated to the Governing Body ahead of the meeting. Delivery of the programme has been ongoing over the past 9 months, with the ELEVATE project being officially launched by Minister James Lawless TD, Minister for FHERIS on 7th May last. The

importance of the MoU signed recently with the National Institute for Bioprocessing Research and Training (NIBRT), was also highlighted by the President.

- **Catering Provision on Campus** – the new restaurant facilities in the Digital Media Building were opened at the beginning of April. An overview of the catering provision on campus along with a briefing on the tendering process and key conditions for the contract for service was provided to the Governing Body. The Governing Body highlighted the importance of ensuring that all service provision contracts are effectively managed to secure good service to the Institute.
- **FilmEU European University Alliance** – the President, Director for Strategic Projects, Head of Faculty of Film, Art and Creative Technologies and Director for European Projects, attended the FilmEU European University Alliance Summit which took place in Sofia, Bulgaria at the beginning of June. The Summit included discussion on the next stage of development for the projects and underpinned the importance of international collaboration.
- **Newpark School of Music** – IADT has signed a Memorandum of Understanding with Newpark School of Music. The MoU builds on IADT's existing collaborative relationships with the Royal Irish Academy of Music, and it is hoped that the MoU will lead to greater collaborations in programmes and research.

6.2 Strategy Implementation

- **Review of IADT's Organisational Structures** – the review of IADT's Organisational Structures is behind schedule but is progressing well. The Executive Leadership Team has met with Crowe and a preferred model for a revised Organisational Structure has been identified. The President noted that the most significant changes will take the form of a rebalancing and redistribution of responsibilities within the Executive Leadership Team. The President has met with Academic Leads and members of the Management Team to brief them on the preferred model which is being proposed, with feedback from academic managers on a rebalancing of programmes and responsibilities between Departments to be provided to the President shortly. The President provided an overview of the key areas of change to the Governing Body and it is intended to invite Crowe to give a presentation to the Governing Body in September on the process and research informing the proposed organisational changes. The Executive has commenced work on an implementation plan for the new organisational structure. In the interim the HR Manager has commenced work on the Role Description for vacant Executive Roles which will be filled in the context of the revised areas of responsibility agreed as part of the new Organisational structure.
- **Carnegie Campus** – the Director for Strategic Projects and the Estates and Campus Services Manager have met with Dún Laoghaire-Rathdown County Council to discuss the lease cost for the Carnegie Campus. An agreement has been reached with the lease rate being set for the next 4 years and 9 months.
- **Financial Update** – as is required, the President has written to the HEA informing them of IADT's projected deficit of €397K should no additional funding be allocated to meet the costs of National Pay Agreements and other necessary campus refurbishments within the current budget allocation year.

6.3 Risk Management

- **Enterprise Risk Management System** – following a procurement process, IADT has procured an Enterprise Risk Management System to assist the Institute in recording, monitoring and managing key risks for the Institute.

6.4 Management Accounts & Expenditure Report to April 2025

Circulation of the Management Accounts to the end of April 2025 was noted by the Governing Body. The Management Accounts have been reviewed by the Audit and Risk Committee prior to circulation to the Governing Body. The Chairperson of the Audit and Risk Committee noted improvements to the presentation of the Management Accounts.

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:

- Flex Labs t/a The Digital Learning Institute
- Roccontent t/a Rock Shot

Proposed: Chairperson

Seconded: Colm O'Callaghan

7.3 HR Appointments

No appointments to note.

8. Governing Body Resolutions

The Interim Secretary noted that the final feedback on IADT's Financial Statements is being received at present from the Comptroller and Auditor General. The need to ensure that the Financial Statements to the Year End 31st August 2024 are approved within the 2024/2025 academic year was highlighted, and it will be necessary to organise meetings of both the Audit and Risk Committee of Governing Body and the Governing Body to consider and approve the Financial Statements. It is hoped to organise these meetings in the coming weeks.

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

The IADT Risk Management Policy has been updated to ensure that it aligns with the State Code for Governance. The amendments made to the Policy were highlighted to the Governing Body and the IADT Risk Management Policy was approved by the Governing Body.

Resolution 4/2025 was adopted by the Governing Body.

Proposed: B. Costello

Seconded: E. Perez

8.2 The Governing Body Approves the Appointment of Robert Griffin as Academic Staff Representative to the Governing Body, for a Term of Office of 1st September 2025 to 31st March 2026 (8/2025)

Resolution 8/2025 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: Dr C Deane

8.3 That Governing Body Approves the Revised Schedule of Matters Reserved for the Governing Body – June 2025 (9/2025)

A number of updates have been made to the Matters Reserved for the Governing Body to reflect adherence to the State Code of Governance.

Resolution 9/2025 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: T. Conway

8.4 The Governing Body Approves the Revised Terms of Reference for the Audit & Risk Committee of Governing Body (10/2025)

Circulation of the Revised Terms of Reference for the Audit and Risk Committee of Governing Body were noted and have been approved by members of the Audit and Risk Committee at its meeting of 3rd June.

Resolution 10/2025 was adopted by the Governing Body.

Proposed: B. Costello
Seconded: Dr G. Kirwan

8.5 The Governing Body Approves the Revised Terms of Reference for the EDI Committee of Governing Body (11/2025)

Circulation of the revised Terms of Reference for the Equality, Diversity and Inclusion Committee of Governing Body were noted. It was confirmed that the revised Terms of Reference have been adopted by the EDI Committee via electronic approval.

Resolution 11/2025 was adopted by the Governing Body.

Proposed: R. Barry
Seconded: C. O'Callaghan

8.6 The Governing Body Approves the Revised Terms of Reference for the Nominations Committee of Governing Body (12/2025)

Circulation of the Revised Terms of Reference for the Nominations Committee of Governing Body were noted and it was confirmed by the Chairperson that they have been approved by the Nominations Committee.

Resolution 12/2025 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: P. O'Brien

8.7 The Governing Body Approves the Revised Terms of Reference for the Recruitment & Selection Committee of Governing Body (13/2025)

Circulation of the revised Terms of Reference for the Recruitment and Selection Committee of Governing Body were noted, and it was confirmed by the Chairperson that the revised Terms of Reference have been approved via e-mail by the Recruitment and Selection Committee.

Resolution 13/2025 was adopted by the Governing Body.

Proposed: Dr C. Deane
Seconded: Chairperson

8.8 The Governing Body affirms its commitment to the implementation of the Code of Practice for the Governance of State Bodies (14/2025).

The Governing Body re-affirmed its commitment to implement the Code of Governance for State Bodies.

Resolution 14/2025 was adopted by the Governing Body.

Proposed: Chairperson
Seconded: President

9. Governing Body Committees and Academic Council

9.1 Academic Council – Minutes of the Meeting of 7th April 2025

Circulation of the Academic Council Minutes of the Meeting of 7th April 2025 were noted by the Governing Body. An overview of matters discussed by Academic Council was given by the President.

- IADT Student Union – work is ongoing with the Student Union, supported by AMLÉ — Union of Students of Ireland to establish the IADT Student Union as an independent entity from IADT in line with the status of Student Unions for other HEIs.
- Academic Council receives regular updates in relation to the work of the Research and Development Committee – a sub-committee of Academic Council. The signing of a number of MoU agreements with NIBRT and EisnerAmper Ireland were noted as being of immense value to growing research and collaborative opportunities for IADT.
- Significant work is being undertaken by academic departments in the areas of Artificial Intelligence and Academic Integrity. Work to develop an AI Policy for IADT is also underway. In addition the work of academic Departments in areas of student recruitment and retention initiatives was also highlighted.
- IADT's application for the QQI TrustEd accreditation has been submitted, with attaining the TrustEd accreditation mark being a requirement for HEIs to continue to offer programmes to international students. There will also be a need to provide English language supports for international students into the future.
- As part of the development of the European Degree in Film, IADT hosted a Programme Validation Panel on campus for the programme, with the QQI being invited to take a key leadership role in the validation process. Although IADT has delegation of authority to validate this degree, it was felt important that Irelands academic quality agency QQI be actively involved in the validation process for this programme which will be offered as a European Degree.

9.2 Audit & Risk Committee – Minutes of the Meeting of 31st March 2025, & Summary Report of the Meeting of 3rd June 2025

Circulation of the Audit & Risk Committee Minutes of the Meeting of 31st March 2025, and Summary Report of the Meeting of 3rd June 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. The Audit and Risk Committee has received a briefing on student numbers and the weightings assigned to different programme disciplines. The Audit and Risk Committee is actively involved in reviewing progress in delivering actions identified as part of the internal audit process.

9.3 Equality, Diversity & Inclusion Committee – Minutes of the Meeting of 28th November 2025, & Summary Report of the Meeting of 15th May 2025

Circulation of the Equality, Diversity & Inclusion Committee Minutes of the Meeting of 28th November 2025, & Summary Report of the Meeting of 15th May 2025 were noted by the Governing Body.

9.4 Recruitment & Selection Committee – Minutes of the Meeting of 20th March 2025, & Summary Report of the Meeting of 29th May 2025

Circulation of the Recruitment & Selection Committee Minutes of the Meeting of 20th March 2025, & Summary Report of the Meeting of 29th May 2025 were noted by the Governing Body.

10. Equality, Diversity and Inclusion Implications

- A briefing in relation to the possible options for student accommodation near to IADT's campus was provided by the President
- IADT is likely to need to provide English language classes for international students into the future
- Work to establish the Student Union as an independent entity from IADT is ongoing and progressing well.

The Chairperson noted that this is the final scheduled meeting for Dr Cormac Deane and for the current Student members of the Governing Body. The Chairperson put on record his appreciation to all for their contributions to the Governing Body.

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

Signed: _____
David Holohan

Date: _____