Minutes of the Governing Body Meeting – 12 November, 2025

Present:	David Holohan (Chairperson, in attendance for Item 15 only), David Smith (President, not in attendance for Item 15), Ruth Barry, Turlough Conway, Bernadette Costello*, Dr Eimear Cotter*, Anne Ferris*, Robert Griffin, Dr Gráinne Kirwan, Owen Laverty, Prof Paul Moore, Brian Mulligan, Peter O'Brien, Eva Perez
Apologies:	Maria Balan, Chloe Danga, Colm O'Callaghan,
Absent without Apology:	
In Attendance:	Michael Farrell, Sinead Keane (not in attendance for Item 15), Elizabeth Stunell (not in attendance for Item 15)
	*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 2.05 pm. Items 1-14 inclusive were chaired by Anne Ferris. Item 15 was chaired by David Holohan.

It was noted that Siobhan Lynch has tendered her resignation from the Governing Body. The Governing Body thanked Siobhan Lynch for her contribution to the Governing Body during her term of office and wished her well for the future.

1. **Adoption of Agenda**
   By agreement of the Governing Body – Item 15 – Closed Session – was taken in advance of other items on the agenda. The Agenda was adopted as circulated.

   Proposed: B. Costello
   Seconded: R. Barry

2. **Conflicts of Interest**
   - The President will not be in attendance for Item 15.
   - Cllr Peter O'Brien will absent himself from the meeting during the consideration of Item 11.4.

3. **Adoption of Minutes of the Meeting of 10th September 2025 (including for Publication)**
The Minutes of the Meeting of 10th September 2025 were approved (including approval for publication).

Proposed: O. Laverty
Seconded: Prof P. Moore

3.1. Matters Arising
No matters arising.

4. **Correspondence**
No correspondence.

5. **Action Tracker**
Circulation of the Action Tracker was noted by the Governing Body.

6. **President's Report**
Circulation of a briefing form the President was noted, and a number of key items from the briefing were highlighted.

6.1 National and Strategic Update

- **Technological Universities Association** – the recruitment process for a CEO for TUA is in progress with interviews due to take place later this month.
- **Meeting with Department of FHERIS** – following the meeting with senior officials from the Department of FHERIS in June, the President and Director of Strategy attended a follow-up meeting with the Department of FHERIS on 16th September last. The discussions focused on the next steps for IADT to apply for University Designation, and a number of legislative options were discussed. During the meeting, the President also noted IADT's leadership role within the FilmEU European University Alliance, and the likelihood that IADT will achieve University status at European level in advance of national University recognition. In addition, Ireland will hold the Presidency of the EU from July to December 2026. During this period, the FilmEU European University Alliance Industry Summit and CILECT Conference will both be hosted by IADT (October 2026). The President hopes to meet with the Department of FHERIS for further discussions early in the New Year.
- **HEA Board Meeting** – IADT was delighted to host a meeting of the Board and Executive of the HEA on campus on 4th November. Following the HEA's meeting, the President and Chairperson of the Governing Body had the opportunity to make a presentation to the HEA on progress in delivering IADT's Strategic Plan and Performance Agreement.
- **FilmEU European University Alliance** – the President attended the Rectors Meeting which took place during the FilmEU Industry Summit at the beginning of November. Discussions took place regarding the next steps in the development of the FilmEU European University Alliance. The aim to expand the discipline profile of FilmEU European University Alliance to include the wider Creative Industries was discussed. The number of European HEIs seeking to join the FilmEU European University Alliance is also increasing.

- **Creative Futures Academy Business Breakfast** – a high-level Creative and Cultural Industries Business Breakfast Event organised by the Creative Futures Academy in conjunction with Mazars, took place on 3rd November. The President, Director of Strategy and the Head of Faculty of Film, Art and Creative Technologies were in attendance. The keynote address was given by Prof Paul Moore, (Future Screens NI and Governing Body member). Dr Colm O'Reardon – Secretary General, Department of FHERIS – was also in attendance along with a number of senior officials from the Department of FHERIS and the HEA.
- **TrustED** – the President updated the Governing Body regarding the outcome of IADT's submission to achieve TrustED accreditation to offer programmes to international students.
- **Engagement with Dún Laoghaire-Rathdown County Council** – IADT was delighted to host a meeting of the Executive of Dún Laoghaire-Rathdown County Council on campus on 30th September last. Following their meeting, IADT's Executive had the opportunity to meet with the Executive of DLRCoCo to discuss ongoing engagement.
- **Student Numbers 2025/2026** – the Registrar will give a full presentation on IADT's student numbers and profile for 2025/2026 to the January meeting of the Governing Body. An overview of the recruitment statistics for 1st year enrolments for 2025/2026 was provided within the President's Briefing to Governing Body. IADT achieved growth in a number of areas where the national trend has been either static or shown a reduction in numbers. The President noted the increase in students coming to IADT through access and non-traditional modes of entry including through the Tertiary Programme delivery model. In addition, following the completion of the 31st October Census, IADT has achieved the highest student numbers in the Institute's history.
- **Conferring** – IADT's Conferring ceremony took place on 31st October and included the conferral of Annie Fletcher – Director of IMMA, as an Honorary Fellow of IADT.
- **Performance Dialogue Meeting with the HEA** – IADT's annual Performance Dialogue meeting with the HEA will take place on 19th November, at which feedback will be received on the Performance Agreement Progress Self-Evaluation Report submitted on 26th September.

6.2 Strategic Projects Update

- **Delivery of Strategic Plan and Performance Agreement** – a schedule of reporting and updates in relation to delivery of OKR Actions has been implemented. An update on reported progress will be provided to the Governing Body in January.
- **Technological Sector Advancement Fund (TSAF) and Targeted Enhancement Fund (TEF)** – funding allocated through the TSAF is due to conclude in June 2026. On a confidential basis, the President informed the Governing Body of the outcome of IADT's submission to the Targeted Enhancement Fund.

6.3 Transformation Programme and Support of Strategic Plan
As requested at the last meeting, the report by Crowe in relation to recommendations for a new Organisational Structure for IADT, was made available to the Governing Body. Recommendations made within the report highlighted the need for IADT to implement a new organisational structure to support the ongoing transformation of the Institute. The opportunities that implementation of the new organisational structure will provide were outlined to the Governing Body, and an implementation plan is being developed at present. The services of a Change Management Consultant have been engaged to support the Executive and Management Team during the transformation to the new structure, and regular progress updates will be provided to the Governing Body.

7. **Management Accounts & Expenditure Report**
Circulation of the Management Accounts and Expenditure Report to August 31st 2025 were noted by the Governing Body. The Management Accounts and Expenditure Report has been reviewed in detail by the Audit and Risk Committee. The original projected deficit of €228K was reversed with IADT returning a €144K surplus. However, a significant contributing factor to this was that a number of posts at Executive Level remained unfilled over the past year during the consultation process on the new Organisational Structure. The Institute has invested significant expenditure in relation to network and cyber security over the past year. The President noted that a new Executive Finance Committee has been established which will meet quarterly.

8. **Risk Management**
Circulation of a Risk Report on IADT's Corporate Risk Register was noted by the Governing Body, with the risk indicators in relation to a small number of risks being updated. The Corporate Risk Register is reviewed in detail by the Audit and Risk Committee on an ongoing basis.

9. **Delivery of IADT Governance Framework – Overview**
Sinead Keane – Governance Lead – gave a presentation on the work of the Governance Unit of IADT and the Governance Framework Structure in place for the Institute.

10. **Technical Approvals**

   10.1   Bank Accounts
   No changes to IADT's Bank Accounts.

   10.2   Property Rentals
   The following Media Cube Licenses were approved:

   - Fluent Creative Limited
   - Irish Fairways Tours
   - Aco Television t/a Motive TV.
   - Glocal Advertising Cloud t/a GladCloud
   - Thinscale Technology

   Proposed: O. Laverty
   Seconded: B. Costello

   10.3   HR Appointments
   No appointments to note.

   10.4   Charity Trustees Memo and Compliance Record Forms
   Circulation of information on the requirements of members of the Governing Body to be registered as Charities Trustees along with two Charities Trustees Reports from previous years were noted. IADT's Governance Lead will contact members of the Governing Body in relation to completing the relevant processes.

   10.5   Amendment to 2025/2026 Governing Body Meeting Schedule
   The timelines for the completion of the annual Programmes and Budgets Submission to the HEA were noted with the Programmes and Budgets document requiring to be approved by both the Audit and Risk Committee and the Governing Body prior to its submission. It was

therefore proposed that the Governing Body Meeting scheduled for 11th March 2026, will now take place on 25th March 2026. The revised meeting schedule was approved by Governing Body.

Proposed: Dr G. Kirwan
Seconded: O. Laverty

11. **Governing Body Resolutions**

   11.1   The Governing Body Appoints an Academic Council for a 4-year term commencing 1st October 2024 to 30th September 2028 (21/2025)

The Governing Body approved the appointment of Academic Council for a term of office from 1st October 2024 to 30th September 2028.

Resolution 21/2025 was adopted by the Governing Body.

Proposed: A. Ferris
Seconded: T. Conway

   11.2   The Governing Body appoints <nominee to be agreed at the meeting> as a member of the EDI Committee of Governing Body (22/2025)

Following the conclusion of the term of office of Lavender Jane Gartlan as a member of the Governing Body, nominations for a member of the EDI Committee of Governing Body were requested. Turlough Conway was nominated as a member of the EDI Committee and subject to his availability, Turlough Conway accepted his nomination and was appointed as a member of the EDI Committee.

Resolution 22/2025 was adopted by the Governing Body.

Proposed: A. Ferris
Seconded: G. Kirwan

   11.3   The Governing Body approves the Recruitment and Appointment Processes (RFQ) for Governing Body Members whose term of office will conclude in 2026 (23/2025)

It was noted that a number of members of the Governing Body will conclude their term of office as members of the Governing Body in March 2026. In addition, following the resignation of Siobhan Lynch from the Governing Body whose term of office was not due to conclude until 2027, a proposal was made to the Governing Body to expand the terms of the resolution to provide for the additional recruitment of members to the Governing Body to occur within the same process as follows:.

The Governing Body approves the Recruitment and Appointment Processes (RFQ) for Governing Body Members whose term of office will conclude in 2026 and 2027 (23/2025)

The amendment to the Resolution was approved:

Proposed: A. Ferris
Seconded: President

Resolution 23/2025 as amended was approved:

Proposed: A. Ferris
Seconded: President

11.4 The Governing Body approves the re-appointment of an external member whose term of office will conclude in 2026 (24/2025)

Cllr Peter O'Brien absented himself from the meeting during consideration of this item. The Nominations Committee of Governing Body met to consider the appointment of external members of the Governing Body who confirmed their intention to seek appointment to a further term of office as member of the Governing Body. The Nominations Committee approved the proposal of Cllr Peter O'Brien as a member of the Governing Body for a Term of Office from 1st April 2026 to 31st March 2029

Resolution 24/2025 was adopted by the Governing Body.

Proposed: T. Conway
Seconded: E. Perez

12. Governing Body Committees and Academic Council

12.1 Academic Council – Minutes of the Meetings of 16th June 2025 and 6th October 2025

Circulation of the Minutes of the Academic Council meetings of 16th June 2025 and 6th October 2025 were noted by the Governing Body, and a number of key areas of discussion were highlighted by the President. A new Linked Provider Framework has been developed which will provide opportunities for IADT to work more closely with other education providers. IADT's AdminControl Portal has now been implemented to support meetings of the Academic Council. Academic Council has held discussions in relation to Artificial Intelligence with Dr Audrey Stenson – Head of Department of Entrepreneurship taking a leadership role for IADT in this area. Draft guidelines for the use of Artificial Intelligence have been developed and are currently with the Artificial Intelligence Working Group for review.

12.2 Audit & Risk Committee – Minutes of the Meeting of 27th August 2025

Circulation of the Minutes of the Audit and Risk Committee meeting of 27th August 2025 were noted by the Governing Body. A further meeting of the Audit and Risk Committee took place on 13th October, and a number of key items were considered by the Audit and Risk Committee at that meeting. These included a review of the Management Accounts to the end of August 2025, a review of the Risk Register, a review and progress update in relation to two Internal Audit Reports, procurement and a meeting with senior staff from the C&AG.

13. Governing Body Effectiveness Review

Members of the Governing Body have recently been requested to complete a survey to gather their views on the Effectiveness of the Governing Body. The Chairperson will present the findings from the survey to the next meeting of the Governing Body.

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

- IADT has achieved an increase in overall student numbers, including growth in the number of students recruited through various access pathways and through the Tertiary programme delivery model.
- Turlough Conway was appointed as a member of the EDI Committee of Governing Body.

15. **Closed Session of Governing Body**
This item was taken as the first item of business for the Governing Body. The President, Governance Lead and Recording Secretary were not in attendance for this item.

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

Signed: _____   Date: _____
      David Holohan