

Minutes of the Governing Body Meeting – 8 March, 2023

- Present:** David Holohan (Chairperson)*, David Smith (President), Dr Fionnuala Anderson*, Cllr. Michael Clark*, Turlough Conway*, Dr Cormac Deane, Ben Harper*, Eoin Hicks Smyth*, Caitriona Murphy, Peter O'Brien*, Eva Perez,
- Apologies:** Cllr. Anne Ferris, Maeve McConnon, Crow Mullen
- Absent without Apology:** Cllr. Una Power, Punitha Sinnapan
- In Attendance:** Bernard Mullarkey, Elizabeth Stunell

*Attendance via MS Teams

This meeting took place in the Boardroom, Roisin Hogan House, IADT, with remote attendance being facilitated via 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 1.35 pm.

1. Adoption of Agenda

The Agenda was adopted as circulated.

Proposed: Eva Perez
Seconded: Dr Fionnuala Anderson

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 January 2023 (including for Publication)

The Minutes of the Meeting of 11th January 2023 were approved (including approval for publication), with the following amendment to Item 7 which was agreed at the meeting:

Resolution 01/2023 was approved by the Governing Body with the following amendment:

In section 4, (Decision Making) after the words "The Governing Body may delegate" replace the words "such of its functions as it considers" with "such functions as may be".

(In the Standing orders the line "The Governing Body may delegate such of its functions as it considers appropriate to the President"

To be replaced with:

"The Governing Body may delegate such of its functions as may be appropriate to the President"

Proposed: Chairperson
Seconded: Turlough Conway

4. Matters Arising

No matters arising.

5. Correspondence

No correspondence.

6. Technical Approvals

6.1 Bank Accounts

No changes to IADT's Bank Accounts. However it was noted that as a consequence of KBC withdrawing from the market, the legal ownership of the Institute's deposits with KBC Bank Ireland plc transferred to Bank of Ireland on 3 February 2023.

6.2 Property Rentals

The following Media Cube Licenses were approved:

- Capella Workplace Solutions
- The Convex Lens
- Flex Labs t/a The Digital Learning Institute
- IIP Exhibitions Ltd / Sky Drones Ireland
- Thinscale Technology
- Glocal Advertising Cloud t/a GladCloud
- Complivero

Proposed: Chairperson
Seconded: Dr Fionnuala Anderson

6.3 HR Appointments

No appointments to note.

7. Governing Body Committees and Academic Council

7.1 Academic Council – Minutes of the Meetings of 14th November 2022, 12th December 2022 and 18th January 2023

Circulation of the Minutes of the Academic Council – Minutes of the Meetings of 14th November 2022, 12th December 2022 and 18th January 2023 were noted by the Governing Body. An overview of matters discussed by Academic Council was given by the President. Managing the return to studying on-campus along with the implementation of the Banner 9 Student Records System were priority areas for discussion by the Academic Council in the early months of the 2022/2023 academic year. Significant work has also been ongoing in preparation for the CINNTE Institutional Review with each Functional Area preparing their Self-evaluation Report. The overall Institutional Self-evaluation Report will be forwarded to the QQI shortly. Updates provided to Academic Council by the Vice President for RDI were noted. The Student Union members of Academic Council also raised the need for academic

staff to be mindful of potential sensitivities among the student group which may arise in relation to some subject matter during programme delivery. Academic Council noted the establishment of the National Tertiary Office within the HEA. Work to develop and implement a model for Semesterisation had paused during the COVID pandemic, however it is intended to reconvene the Semesterisation Working Group to continue this work. Discussion has also taken place regarding the use of AI-based programmes to generate student written work for submission, and the potential implications for this. At present this has not been found to be an issue for the Institute, however developments both nationally and internationally in this area are being kept under review.

7.2 Recruitment and Selection Committee – Minutes of the Meetings of 30th August 2022 and 26th September 2022, and Summary Report of the Meeting of 18th January 2023

Circulation of the Recruitment and Selection Committee – Minutes of the Meetings of 30th August 2022 and 26th September 2022, and Summary Report of the Meeting of 18th January 2023 were noted by the Governing Body.

7.3 Governing Body Reform Committee – Minutes of the Meeting of 1st February 2023, and Summary Report of the Meeting of 27th February 2023

Circulation of the Governing Body Reform Committee – Minutes of the Meeting of 1st February 2023, and Summary Report of the Meeting of 27th February 2023 were noted by the Governing Body. It was noted that IADT is required to put in place a new Governing Body no later than 9th November 2023. It is the intention of the Institute to commence the term of the new Governing Body on 1st November 2023. The term of office for the new Governing Body has been set out in legislation as 4 years. Draft procedures for the appointment of Governing Bodies have been developed through the THEA Working Group and will be presented to the Governing Body for adoption at Item 8.5. As per the HEA Act, any of the current 'ordinary' members of the Governing Body that are re-appointed, may only be re-appointed to the end of their current Term of Office, which for IADT's Governing Body members will be 31st March 2026.

8. Governing Body Resolutions

8.1 The Governing Body Approves the Terms of Reference for the Governing Body Reform Committee (3/2023)

Circulation of the draft Terms of Reference for the Governing Body Reform Committee was noted. The Committee was established in January of this year to consider the provisions of the HEA Act Legislation with respect to Governing Bodies, and to ensure IADT's compliance with that legislation. Terms of Reference for the Committee were developed and presented to the Governing Body for approval. Resolution 3/2023 was approved by the Governing Body.

Proposed: Chairperson
Seconded: Caitriona Murphy

8.2 The Governing Body Approves the Terms of Reference for the Governing Body Nominations Committee (4/2023)

The work of the Governing Body Reform Committee has now concluded. In order to manage the process of nominating members to a new Governing Body, it was proposed that the remit of the Governing Body Reform Committee would now focus on managing the nominations process for the formation of a new Governing Body with the existing Committee reforming as the Governing Body Nominations

Committee. A Terms of Reference for the Governing Body Nominations Committee was circulated to the Governing Body for approval. The establishment of a Governing Body Nominations Committee is also likely to be required by the HEA and/or Department of FHERIS. Resolution 4/2023 was adopted by the Governing Body.

Proposed: Chairperson

Seconded: Dr Fionnuala Anderson

8.3 The Governing Body Appoints the Members of the Nominations Committee (5/2023)

It was proposed that members of the Governing Body Reform Committee be nominated by the Governing Body to be members of the Governing Body Nominations Committee. The move from 'representational-based' to 'competency'-based' memberships for Governing Bodies was also highlighted and will form a key part of the nominations process. Resolution 5/2023 was adopted by the Governing Body.

Proposed: Chairperson

Seconded: Caitriona Murphy

8.4 The Governing Body Approves the THEA Principles Document for submission to the Minister for Further and Higher Education, Research, Innovation and Science for approval (6/2023)

Following the enactment of the HEA Act legislation, a Working Group was established through THEA, to develop the required draft set of principles for the appointment of a Governing Body, to be presented to the Minister for FHERIS for approval. Legal briefings on the legislative requirements to be factored into these draft principles was provided by Arthur Cox Solicitors. Arising from the agreed principles, a set of procedures for the appointment of Governing Bodies has also been drafted and will be presented to the Governing Body for approval at Item 8.5. Resolution 6/2023 was approved by the Governing Body.

Proposed: Cormac Deane

Seconded: Dr Fionnuala Anderson

8.5 The Governing Body Approves the IADT Governing Body Appointments Procedures for submission to the Minister for Further and Higher Education, Research, Innovation and Science for approval (7/2023)

Arising from the development of principles for the appointment of Governing Bodies, Draft IADT Procedures for the appointment of a new Governing Body have been drafted and were presented to the Governing Body for approval. The Secretary/Financial Controller along with a colleague from the sector met with an official from the Department of FHERIS to discuss the draft Procedures. Following the meeting, a number of updates were made to the draft procedures circulated to the Governing Body on 1st March, and the revised procedures document was circulated to the Governing Body replacing the original circulation. The Secretary/Financial Controller outlined the key points to the document. A timeline has been developed to map stages within the process to ensure that a new Governing Body is in place by 1st November next – this timeline has been outlined within the Procedures documentation. In relation to the list of competencies

outlined within the draft Procedures, it was agreed that Tertiary Education will be included in the list. In addition the President noted his intention to 're-order' the list of competencies included within the draft Procedures document – no objection to this was noted. With the above amendments, Resolution 7/2023 was approved by the Governing Body.

Proposed: Dr Cormac Deane
Seconded: Eva Perez

8.6 The Governing Body Approves the IADT Protected Disclosures Policy 2023 (8/2023)

Following ratification of the Protected Disclosures (Amendment) Act 2022, a number of updates have been made to IADT's Protected Disclosure Policy. Circulation of the updated Protected Disclosures Policy for the Institute was noted by the Governing Body. An overview of the updates to the Policy was provided by the Secretary/Financial Controller. Members of the Governing Body noted the importance of ensuring that the language within the Protected Disclosure Policy is such that staff are not discouraged from making legitimate protected disclosures regarding potential wrong-doing, however also recognised the need to protect the Institute from vexatious claims. It was felt that the 'language' used within the draft Protected Disclosure Policy needed to be amended and it was therefore agreed that this item would be deferred to the June meeting of the Governing Body to allow the necessary updates to the draft policy to be made. Resolution 8/2023 was deferred. Resolution 8/2023 was deferred to the June meeting of the Governing Body.

8.7 The Governing Body Approves the Recruitment and Selection Committee Terms of Reference (9/2023)

It was proposed that the remit of the Recruitment and Selection Committee be expanded to include approvals of the outcome of Progression Panels, which consider the progression of academic staff from grades of Assistant Lecturer to Lecturer. Resolution 9/2023 was approved by the Governing Body:

Proposed: Chairperson
Seconded: Cllr Peter O'Brien

9. President's Briefing

9.1 National Strategic Update

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.

- **THEA Update** – the OECD has completed its review of the representational needs of the Technological Higher Education Sector, and has presented its report to the THEA President's Council. A number of priority areas for representation were identified including sectoral governance and IR. The President will brief the Governing Body of future developments in this area.
- **Review of Lecturing Contract** – following recommendations made by the OECD, a sectoral group continues to work to develop a new Lecturing Contract.
- **Tertiary Project** – Dr Andrew Errity is leading IADT's work to develop the Novel Tertiary Programme to be offered through the FE sector with direct pathways to Higher Education. The timelines put forward by the HEA/Department of FHERIS for this project are very tight.

- **National Tertiary Office** – Dr Fiona Maloney has been appointed as Director of the National Tertiary Office which has been established within the HEA.
- **NTUTORR** – recruitment processes for roles to deliver the NTUTORR Project are in progress. Opportunities for both staff and students to avail of NTUTORR Scholarships were advertised recently with IADT staff and students having been successful in being awarded all scholarships available to the Institute.
- **Budget Allocation 2023** – IADT has been advised of the budget allocation for the Institute for 2023. IADT has received a 10.1% increase on the 2022 budget. However whilst welcoming the increase in allocation, there have been significant increases in the pay budget and utility costs which will offset much of this increase. A full breakdown of the budget allocation will be provided by the Secretary/Financial Controller as part of the financial briefing.
- **Current Research Information System (CRIS)** – good progress is being made on the implementation of the new CRIS, and it is expected to launch the new system – PURE – later this year.
- **Staff Intranet** – the new Staff Intranet will be launched on 27th March next.
- **Postgraduate Conferring** – a conferring ceremony to confer awards on IADT's postgraduate students will take place on 10th March.
- **Student Recruitment and Retention** – the 1st February CAO application deadline has now passed. IADT's CAO application numbers have remained static overall. However there has been growth in application numbers for some programmes. IADT's application patterns are in line with national trends. There is a need for IADT to re-enter a growth phase in relation to undergraduate application numbers to ensure that commitments given in relation to the Digital Media Building are met. The President also highlighted the need for a renewed focus on retention initiatives, and informed the Governing Body of his intention to convene a Retention Working Group. The Working Group will be required to provide a report to the Executive prior to the summer break, identifying any issues impacting negatively on student retention, and identifying any positive steps and actions that may support and encourage students to remain enrolled in their programmes. Retention rates among programmes vary with some programmes in specialist areas having very high retention rates well above national averages. Where a student has taken the difficult decision to withdraw from their programme, where possible, these students will be encouraged to consider other opportunities available to them for example returning to education through programmes offered within the Further Education sector.
- **Graduate Exhibition** – this year's Graduate Exhibition will open on 25th May.
- **National Race Equality Conference** – the President and a number of key staff will attend the upcoming National Race Equality Conference.
- **Student Supports** – additional counselling and peer supports have recently been put in place for students.
- **International Women's Day** – a number of events have been organised to mark International Women's Day.
- **Climate Action and Sustainability Plan** – a draft Climate Action and Sustainability Plan is under development at present, and will be presented to a future meeting of the Governing Body for noting. A cross-institutional Climate Action and Sustainability Working Group is currently being established and it is intended to have this group in place in the coming month. Expressions of interest will be invited for membership of the Climate Action and Sustainability Working Group from staff members with the appropriate competencies needed to contribute to the work of the group.

9.2 Strategy Implementation

- **Campus Base in Dun Laoghaire** – the refurbishment of the Library Road offices is nearing completion. More extensive renovation works are required to the Carnegie Library and this work is in progress.
- **TU/TF Project** – IADT has been allocated Year 3 funding by the HEA to continue work on the TU/TF Project
- **International Collaborations** – a visit by a delegation from Higher Education Institutes in Normandy, France visited IADT at the end of February, with a view to establishing links. In addition, an event to reaffirm links with colleges in Canada with which IADT has established partnerships prior to the COVID pandemic, will take place in the coming days.

9.3 Risk Management

- **Director of Strategic Projects** – a recruitment process is underway for a 2-year post at Executive level, to fulfil the brief of Director of Strategic Projects. Interviews for the post will be held in the coming week. It has been necessary to put this post in place due to the number of significant national and international strategic projects currently underway, the significant levels of reporting required in relation to these projects, and to identify future strategic project participation for IADT.

9.4 IADT: Financial Update

IADT has received notification from the HEA of a 10.1% increase in the RFAM budget allocation. The increase in budget was welcomed, however due to a number of significant increases in other budget areas including the pay budget and utility costs, the budget increase does not provide significant additional scope for the Institute. The Secretary/Financial Controller gave a short presentation providing an overview of the budget allocation. IADT's student numbers have remained static over the past number of years, and the implications of this for budget allocation were outlined to the Governing Body. The Secretary/Financial Controller stressed the need for IADT to re-enter a student numbers growth cycle not only to meet commitments given in relation to the Digital Media Building, but also to improve IADT's budget allocation. Additional income has been received through the Research metrics element of the budget, however this has been achieved due to an increase in the overall national allocation to this element of the budget. The Chairperson thanked the Secretary/Financial Controller for his presentation.

10. Equality, Diversity and Inclusion Implications

- A number of events have been organised to mark International Women's Day.
- A number of IADT's significant research projects are being led by female researchers.
- A Retention Working Group is being reconvened to undertake work on the potential causes for students withdrawing from their programmes, and to advise on possible actions to support students to remain enrolled in their studies.
- The need to support students taking the difficult decision to withdraw from their programmes was noted, to include encouraging students to remain in education and to consider opportunities available to them through programmes provided within the Further Education sector.
- The Governing Body noted the importance of achieving a balance between supporting staff where they make a protected disclosures of potential wrong-doing, and managing the risks of vexatious claims which may be made under the Protected Disclosure Policy. Approval of the Draft Protected Disclosure Policy was deferred and the draft policy referred for further work in relation to the 'language' used within the policy.

11. Development of New Strategic Plan for IADT: Consultation with Mazars

Due to the lengthy agenda, the Governing Body opted to defer the consultation on the development of the new Strategic Plan to a future date. A new date will be proposed. Item deferred.

The next meeting of the Governing Body will take place on 10th May 2023.

Signed: _____
David Holohan

Date: _____