

Technological University Dublin Governing Body

Final Signed MINUTES

MEETING 62: Governing Body Meeting Wednesday 27th August 2025 (09:30 – 13:30)

PRESENT: Eoin O'Shea (Chair), Dr D Lillis (President), Mr P Aguele, Ms M Cooke, Mr M Gately, Dr E Maher, Mr E O'Shea, Ms S O'Toole, Ms L Shoemaker, Mr W Johnston, Ray English, Dr Jennifer Cowman, Liam Sharkey, Naomi Sebastine.

APOLOGIES:

IN ATTENDANCE: Mr S Harton (CFO), Deloitte internal auditors

SECRETARIAT: Dr P. Kelly (University Secretary), Ms M Holden (Secretariat support),

INVITED: Registrar: Mary Meaney, Tom Fee CRAO, Bronagh Elliott Head of Governance and Compliance; VP Partnerships Thomas Stone;

REF	ITEM	Decision
Section A – Standard Items		
62.A.01	WELCOME AND INTRODUCTION INTRODUCTION, ATTENDANCE AND APOLOGIES The Chair welcomed all attendees to the meeting. Members approved the reappointment of student member Princewill Aguele to Governing Body.	Approved Proposed: Mary Cooke Seconded: William Johnson
62.A.02	PROPOSED MEETING AGENDA The agenda for the meeting, as had been circulated, was approved.	Approved Proposed: Eamon Maher Seconded: Leslie Shoemaker
62.A.03	Declaration of Conflict of Interest- all members present confirmed that there was no conflict of interests	Noted
62.A.04	Declaration of Confidentiality – all members present agreed to abide by strict confidentiality.	Noted
62.A.05	Draft Minutes Governing Body Meeting 61 (25 June 2025) Governing Body members approved the draft Minutes as presented.	Approved Proposed: Mary Cooke Seconded: William Johnson

[illegible]

REF	ITEM	Decision
	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>The President asked the Vice President for Partnerships to outline what supports were required from the University.</p> <p>Mr. Stone advised that the University should explore options relating to programme development, market testing, technical support, and staffing. He emphasised the importance of bringing programmes to market to establish genuine demand.</p> <p>Members raised a number of points for consideration, including the need for a clear business plan and risk assessment, the importance of market research to determine demand before launching new courses, the role of Schools in driving engagement, the alignment of incentives to encourage participation [REDACTED].</p> <p>The Chair stressed that these matters require urgent clarification. It was agreed that the Finance, Property and Capital Committee would examine the detailed financial and operational position of the LINC Collaboratory, including revenue projections, at its September meeting, and that a further report would be brought to the Governing Body in October.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>LINC Collaboratory – [REDACTED]</p> <p>This was an in-depth discussion and it was decided that the CFO was approved [REDACTED]</p> <p>[REDACTED]</p> <p>iii. International student recruitment Thomas Stone, VP Partnerships gave a verbal update as follows:</p> <p>International Recruitment Update</p> <p>The Vice President Partnerships, provided an update on international recruitment activities and market performance. He outlined the position for 2025/26, [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>Approved Proposed: Dr. Eamon Maher Seconded: Leslie Shoemaker</p>

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	<p>The Vice President reviewed the University's key international markets.. He discussed the University's relationships with recruitment agents, associated commission structures, and the capacity of TU Dublin's course provision to accommodate growth. He also reported on recent and planned recruitment fairs and ongoing discussions with potential international partners. The Vice President further noted that an application had been submitted to the [REDACTED]</p> <p>The President commented on the Financial Recovery Plan (FRP) projections, emphasising the need to stress-test all International student figures to ensure that projections are realistic. The President also raised the importance of ensuring that the international student recruitment plan delivers effectively for TU Dublin.</p> <p>Members discussed several related matters, including the adequacy of the marketing budget and the importance of addressing the mental health and wellbeing needs of international students.</p> <p>iv. Capital Derogation Request + Conversion/Staff Common Room Approved by Chairs action copy of email submitted to members</p> <p>v. Selection Procedure - minor amendment <i>Approved by Chairs action copy of email submitted to members</i></p> <p>Members raised the following points: a confidential space was required by manager when giving feedback on candidates; the recording of interviews was discussed as inappropriate, Requested that managers revisit their interview training every 3 years. This items will be addressed when this Policy comes back to the GB for review.</p> <p>vi. Presentation - Revised Forecast and Interim Report The CFO Presented the following items for Noting to the GB. (Presentation to GB members received in advance of the meeting)</p> <ol style="list-style-type: none"> 1. Introductions 2. Executive summary 3. Report element explanations 4. Full Year Forecast & Period 2 report from September 2024 to April 2025 5. Cash flow projection 6. Forecast assumptions by line item 7. AOB 8. Appendices <ol style="list-style-type: none"> 8.1. Other State Grants analysis 8.2. Other Income analysis 8.3. Non-Pay analysis <p>2. Presentation - Core State Grant The CFO provided a presentation on the Core state Grant this was taken as read.</p> <p>3. SRMS update</p>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

REF	ITEM	Decision
	<p>The Registrar and Deputy President was welcomed to the meeting.</p> <p>The Registrar provided a verbal update on the implementation of the Student Records Management System (SRMS). The Registrar reported that the SRMS went live on 5 August as scheduled and that the project status remains fully on track (“in green”). The system is live and operational. However, some difficulties have arisen regarding integration with individual modules, particularly due to [REDACTED], arising from an issue with the procurement tender. As a result, student registration is proceeding in batches and is currently behind schedule. A contingency registration process has been put in place to ensure continuity, with the capacity to scale back to a simplified system if required. With respect to reporting, the Registrar noted that while data has been successfully imported, work is ongoing to establish reliable mechanisms for data extraction. Approximately [REDACTED] student registrations are planned for the current week, supported by a back-up plan. The Registrar advised that the CAO system went live at 14:00 on the previous day. A technical issue relating to student email addresses had been identified but was resolved overnight. The CAO data import functioned correctly; however, curriculum-related issues have caused delays. Invitations to register will be issued in batches, starting with cohorts whose curricula are most straightforward. First-year undergraduate students and Erasmus students will be prioritised, with a focus on processing cohorts that are both simple and high-volume.</p> <p>[REDACTED]</p> <p>[REDACTED].</p> <p>The Registrar clarified that a technical “glitch” within the curriculum structure was preventing progress, with the risk of students registering for incorrect modules. [REDACTED]</p> <p>[REDACTED]</p> <p><u>In Discussion:</u></p> <p>The Chair asked whether additional resources were required. The Registrar confirmed that there is a lack of trained internal staff, with HR actively recruiting. External agency staff were considered unsuitable given the time required for training. [REDACTED]</p> <p>[REDACTED].</p> <p>The CFO enquired whether any immediate action could be taken to expedite the [REDACTED] procurement process. The Registrar advised that integration at this stage would present unacceptable risks for the current registration cycle. • The Chair sought confirmation that students could still obtain registration cards. The Registrar confirmed this would not be possible until email invitations to register had been issued. • A staff member raised concerns regarding first-year induction, specifically the impact of delays in module selection and access to the Virtual Learning Environment (VLE). The Registrar confirmed that first-year students were one week behind orientation, as had been anticipated, but Invitations to Register (ITRs) were scheduled for release that day. She did not expect major issues and confirmed collaboration with the Students’ Union on communications. • The Chair asked whether any formal decision or intervention from the Governing Body was required to address blockages. The Registrar stated that she did not currently identify any such requirement, other than continued patience and support from the Governing Body, and emphasised the importance of maintaining a no-blame culture. In closing, the Registrar reported that Educampus had described this as the best-run project with which they had been involved and highlighted that the shared services model had proven effective.</p>	
62.A.06	<p>Viii Business Continuity – Data Loss Risk: David Robinson, Chief Information Officer was welcomed to the meeting.</p>	

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	<p>Mr. David Robinson, Chief Information Officer (CIO), was welcomed to the meeting. The Chair commended Mr. Robinson and his team for their professionalism and effective management of the recent systems recovery operation, noting that the issue had been fully resolved. The Chair also acknowledged that the Audit and Risk Committee (ARC) and the Governing Body had been kept fully informed throughout all stages of the recovery process.</p> <p>Mr. Robinson outlined the nature of the issue, explaining that it had arisen in connection with certain shared files that should previously have been closed down. He advised that there were inherent risks associated with the recovery of this data; however, all priority data had been successfully restored within a few days.</p> <p>Mr. Robinson also briefed members on his digital plan, noting his intention to strengthen service management and to move the University towards a more proactive, rather than reactive, approach to digital operations.</p> <p>The Chair thanked the CIO for his report and for his ongoing dedication and leadership.</p> <p>4. Protected Disclosures decision and Associated Policies</p> <p>The Chair updated the GB that he is seeking further legal advice on how the decision of the GB can be implemented.</p>	
62.A.07	<p>HEA CORRESPONDENCE</p> <p>TUDublin to HEA + reply 17/18 July 2025 <i>[to ensure that the HEA is kept informed of progress in relation to "Regular Report 8-mth Accounts"]</i></p> <p><u>Re Deficit / Section 20</u></p> <p>TUDublin to HEA 25 July 2025 <i>[approved by Chair's Action]</i></p> <p>HEA Reply to [above] TU Dublin 28 July 2025</p> <p>Reply thereto - President to Deputy CEO HEA 01 Aug 2025</p>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
62.A.08	<p>OTHER CORRESPONDENCE RELEVANT TO GOVERNING BODY</p> <p>i. FOI Request Irish Times 24 June 2025 + Reply 20 July 2025</p> <p>ii. PAC - To President from PAC re FS 07 Aug 2025 and Reply 12 Aug 2025</p> <p>iii. Feedback to TUA/DFHERIS [+ Request] on implementation of HEA Act 2022</p> <p>iv. Letter to TUA re Review of the implementation of the HEA Act 2022 11 June 2025</p> <p>v. High Court Ruling on Student Disciplinary Proceedings.</p>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
62.A.09	<p>COMMUNICATION COVERAGE</p>	Noted
	Section B – Items for Approval	
62.B.01	FINANCE ITEMS	

REF	ITEM	Decision
62.B.02	<p>Financial Recovery Plan</p> <p>Dr Dominic Dillane Chief Recovery Officer was welcomed to the meeting.</p> <p>Financial Recovery Plan (FRP) – Q2 Update</p> <p>The Chief Risk Officer (CRO) was welcomed to the meeting.</p> <p>He informed the Governing Body that the Quarter 2 (Q2) Report of the Financial Recovery Plan (FRP) will be submitted to the Higher Education Authority (HEA) in October. He advised that the Independent Verifier is scheduled to visit in August to review all items and assess progress.</p> <p>The CRO outlined the reporting schedule, noting that the Q2 Report will be presented to the Finance, Property and Capital (FPC) Committee on 24 September before submission to the Governing Body. The Quarter 3 (Q3) Report will subsequently be brought to the FPC on 12 November and to the Governing Body on 26 November, prior to submission to the HEA by the end of November.</p> <p>The CRO reported that overall progress under the FRP remains on target, with no major gaps identified. [REDACTED]. He emphasised the importance of progressing towards a stage where the FRP can evolve beyond its current framework. He also briefed members on developments regarding the retention engagement platform.</p> <p>The Chair expressed appreciation to the CRO for his comprehensive update and ongoing work.</p>	
	<p>UET APPOINTMENTS/GB Membership</p> <p>Governing Body Members noted updates on Competitions [Interim Chief Operations Officer and Interim Chief Infrastructure Officer]</p>	Noted
	<p>Committee Appointments and ARC Chair Transitional Arrangements approved electronically.</p> <p>For clarification, the appointments by the Governing Body on June 25th of Aileen O'Toole and Catherine Clune-Mulvaney to act as external members of the Audit and Risk Committee were made notwithstanding the Terms of Reference of the ARC in regard to number of terms of office that may be served but within the number of years that may usually be served; the appointment of Aileen O'Toole is for a further two years and the appointment of Catherine Clune-Mulvaney is for a further term not exceeding four years, such appointments reflecting the need for continuity and access to institutional memory.</p>	Noted

REF	ITEM				Decision
	Name	Subcommittee	Agreed email received	Term end date	
	Dr. Jennifer Cowman	FPC	Yes	1st July 2029	Approved by Electronic means (Email approval from members)
	Ray English	FPC	Yes	1st July 2029	
	Liam Sharkey	FPC	Yes	1st July 2029	
	Leslie Shoemaker	EDIC	Yes	1st July 2029	
	Dr. Eamon Maher	1. Governance 2. Select/Chair 3. Audit and Risk	Yes	1st July 2029	
	Naomi Sebastine	1. FPC 2. Select/Chair 3. Governance	Yes	1 st July 2026	
	Princewill Aguele	EDIC	Yes	1 st July 2026	
	Shauna Lawlor Presidents nominee	EDIC	Yes	President's Decision	
62.B.03	PROCUREMENT / CONTRACTS i. Hainan University Dr Ralf Burbach Head of School of Tourism and Hospitality Management was welcomed to the meeting.				

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62.B.04	<p>Dr. Ralph Burback brought the members of the Governing Body through his well-prepared memo and the details of the contract.</p> <p>The President noted that this was the 10th year of this arrangement.</p> <p>One member of the Governing Body raised the issue about parchments for the students conferring.</p> <p>The Chair of the Governing Body insisted that all students must receive parchments. This was approved by the Governing Body. This will be required to be actioned with immediate effect.</p> <p>ii. Options paper Plans for Graduation March 2025 (Registrar discussed this item)</p> <p>This options paper did not arrive in the pack on time and members did not have time to consider the paper in advance of the GB meeting.</p> <p>[REDACTED]</p> <p>The President stated that the Tallaght Sports Hall, is where the October 2025 Graduations should be held given the timeframe. She noted parking is not an issue.</p> <p>The Registrar gave an update on CAO numbers; Top programs and courses which points have increased and decreased.</p> <p>iii. Chaplaincy Update (Registrar)</p> <p>There was no update on the Chaplaincy- The situation is to be comprehensively reviewed by the GB in advance of the end of the present chaplaincy contract in spring 2027.</p>	<p>Approved</p> <p>Proposed: Michael Gately</p> <p>Seconded: Leslie Shoemaker</p> <p>Approved</p> <p>Proposed: Dr. Eamon Maher</p> <p>Seconded: Leslie Shoemaker</p> <p>No Approval as the options paper did not arrive for members in advance of the meeting</p>
	<p>POLICIES / STATEMENTS / PRINCIPLES</p> <p>Student Disciplinary Procedures</p> <p>The Registrar took questions on the Student Disciplinary procedures:</p> <p>Queries were raised including a query about the fact that vulnerable adults were not listed; the policy does not say who will liaise with Tusla; Agreed to include the words Vulnerable adult.</p> <p>A member suggested that to cover off the points raised about vulnerable adults that it was required that the Child protection policy be in line with the Disciplinary Procedure.</p>	<p>Approved</p> <p>Proposer: Leslie Shoemaker</p> <p>Seconded: Princewill Aguele</p>
	<p>SUSTAINABLE INFRASTRUCTURE</p> <p>Change of Governance Structure for West Quad Project as approved at FPC 24 July 2025</p>	<p>Approved</p> <p>Proposed: Leslie Shoemaker</p> <p>Seconded: Dr. Eamon Maher</p>
62.B.05	<p>COMPLIANCE</p> <p>i. University Risk Register</p>	

REF	ITEM	Decision
	<p>The CRAO Tom Fee was welcomed to the meeting. He discussed the documentation submitted in the pack. He explained why some risks were heightened. The following items were discussed; risk and subsidiaries, prioritisation of staff vacancies.</p> <p>The Chair thanked the CRAO for his in-depth analysis of Risk in TU Dublin.</p> <p>ii. HEA AGS 23/24 Feedback [Letter + Report] HEA to TUDublin 05 Aug 2025</p> <p>iii. HEA AGS 23/24 Feedback Report–TUDublin Response to above (approved by ARC)</p> <p>iv. Update on G&C Policies -</p> <p>-Records Management, Retention & Destruction Policy w/ tracked changes</p> <p>-Data Protection Policy w/ tracked changes</p> <p>These policies were not considered and they must go back to the UET for approval in advance of coming to the GB.</p>	<p>Approved</p> <p>Proposed Liam Sharkey</p> <p>Seconded Leslie Shoemaker</p> <p>Noted</p> <p>Noted</p> <p>Both policies to go back to UET for approval</p>
Section C – Executive Reports		
62.C.01	<p>i. University Executive Report</p> <p>██████████ Partner at Arthur Cox Solicitors was welcomed to the meeting.</p> <p>ii. Update on Exec Review Process (EESP)</p> <p>The Chair introduced the EESP paper for consultation. The EESP group were thanked for their contributions to the Report. The Paper was circulated in hard copy and taken back up post deliberations. He explained that the GB decision today was to consider the document and approve it to go forward for consultation.</p>	Noted

REF	ITEM	Decision
	<p>(ii) Enhancement of Executive Structures and Processes (EESP) Project – Update and Report Presentation</p> <p>The President provided an update to the Governing Body on the Enhancement of Executive Structures and Processes in TU Dublin project and presented the First Report – Composition, Roles and Areas of Responsibility of the University Senior Team (For Consultation, August 2025). (This Report was circulated to the GB members in hard copy)</p> <p>The President outlined in detail the rationale for the project and the proposed next steps, noting that the Report would be brought first to the University Executive Team (UET) and subsequently circulated to social partners and then staff and other stakeholders for consultation. The President brought members through the key elements of the Report, highlighting the principal proposed changes and emphasising that the document was intended as the basis for consultation.</p> <p>[REDACTED]</p> <p>Members feedback (Members were given time during the meeting to read the report)</p> <p>Members commended the quality and clarity of the Report, acknowledging the work of the EESP group and the President. Members described it as an important and timely initiative to strengthen leadership and management within the University. The inclusion of designated campus champions was welcomed, and members agreed that the proposed role delineations and reporting structures provided greater coherence and alignment with the University's mission. It was noted that direct reporting of Deans to the President would enhance accountability and strategic coordination. Members also observed that benchmarking with comparable institutions would be valuable and that the proposals should contribute to streamlining structures. The Report was considered well-constructed, logical, and reassuring given that legal advice had informed its preparation. [REDACTED]</p> <p>iii. ToR OD Review</p> <p>iv. Update VP for Research note resignation, and approval of recruitment</p> <p>This item should have been for approval on the agenda. It was post meeting approved by Chairs action on the 12-09-2025. This will be provided to the next GB meeting.</p>	<p>Approved</p> <p>Proposed: Leslie Shoemaker</p> <p>Seconded: Dr. Eamon Maher</p>
62.C.02	<p><u>Finance Reports</u></p> <p>i. Financial Statements FY24– third draft</p> <p>This item was noted</p> <p>ii. Regular Report C 8-month ended 30 April 2025 and update on FY25 Plan</p> <p>This item was noted</p> <p>iii. Monthly Bank & Cash [Cashflow] - May, June July 2025</p>	<p>Deferred</p> <p>Approved by Electronic means, Chairs action</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>

REF	ITEM	Decision
	<p>This item was noted</p> <p>iv. Monthly Debtors' Report</p> <p>This item was noted</p> <p>v. Prompt Payment Report Q1 2025</p> <p>This item was noted</p>	<p>Noted</p> <p>Noted</p>
Section D – ITEMS FOR NOTING		
62.D.01	<p>University Seal Register Report</p> <p>Governing Body noted the University Seal Register Report 11th August 2025 from the University Legal Counsel confirming that the seal of TU Dublin was applied to no documents during the period 17 June 2025 to 11 August 2025.</p>	Noted
Section E – Council and Committee Minutes & Reports		
62.E.01	<p>COMMITTEE REPORTS</p> <p>ARC Report - Meeting 44 (19 August 2025)</p> <p>ARC Annual Report 23/24</p> <p>AC Report - Meeting 24 June 2025</p>	<p>Noted</p> <p>Noted</p> <p>Noted</p>
62.E.02	<p>COMMITTEE MINUTES</p> <p>ARC Minutes - Meeting 44 (27 May 2025)</p>	Noted
62.F.01	<p>ANY OTHER BUSINESS</p> <p>i. Governing Body Action Log (Open Items)</p> <p>SIGNED <u><i>Eoin O'Mahony</i></u> DATE: Wednesday, 27 August 2025</p> <p>Date: 26-09-2025</p>	Noted