



Final Minutes for Governing Body Meeting 72 **May 13 2026**

Introduction, attendance & apologies

Meeting was in person

Attendance: Gerard Howlin (Chair) Eoin O'Shea (Deputy Chair), Catherine Clune Mulvaney, Dr. Deirdre Lillis (President), Ray English, William Johnston, Mary Cooke, Dr. Jennifer Cowman, Dr. Eamon Maher, Eamonn Russell, Derek Moran, Siobhan Maher, Liam Sharkey, Leslie Shoemaker, Naomi Sebastine, Princewill Aguele, Michael Gately (online attendance).

In attendance: Dr. Dominic Dillane, Dr. Paul Doyle, Sally Anne Sherry, Stephen Harton, Dr. Brian Murphy, Dr. Dympna O'Sullivan, Dr. Miriam O'Donoghue.

Secretariat: Dr Pamela Kelly and Raymond Coyne

Introduction, attendance & apologies

The Chair opened the meeting and welcomed Governing Body members. There were no apologies.

Proposed Meeting Agenda

The agenda was approved and accepted.

Proposed: Eamon Maher **Seconded:** Leslie Shoemaker

Declaration of Confidentiality & Conflict of Interest

There were no conflicts of interest declared. The importance of maintaining the confidentiality of meetings and related documentation was noted.

Governing Body Minutes

The Governing Body meeting minutes of 25th March 2026 were approved.

Proposed: Eoin O'Shea , **Seconded:** Eamonn Russell



Matters Arising

The appointment of University Registrar was discussed and approved. William Johnston acted as the Governing Body representative on the interview panel. The appointment of Dr. Dominic Dillane was proposed. Subject to approval, a five-day appeal period would apply. Maintaining the confidentiality of this appointment was reiterated by the Chair and the President.

Dr. Lillis confirmed a new Chief Recovery Officer will not be appointed as much of the Chief Recovery Officer work is in the Registrar's area.

Governing Body approved the appointment of Dr. Dillane as University Registrar.

Proposed: Derek Moran **Seconded:** Eamon Maher

SRMS Update

Dr. Deirdre Lillis noted the significant negative impact the SRMS rollout has had on the university. [REDACTED] Three members of the senior team managed the issue over the past year. A wide range of impacts were referenced, including financial pressures and implications for finance, academic and university operations.

The Chair acknowledged the extensive work carried out was above and beyond normal responsibilities. The Chair noted the strong awareness and appreciation of these efforts across the university. Thanks were extended to Dr. Dillane Dr. Orla McDonagh, Dr. Paul Doyle and all involved.

1. SRMS Update

Dr. Dillane provided the GB with an SRMS update, he noted challenges with timelines in relation to September registrations. Additional resources were allocated to support this work. Progress was dependent on the development and successful implementation of the examinations system and the subsequent data import. The assignment of CRNs and term roll were the other elements on the critical path for registrations in September. These elements would require concerted effort and focus, as significant risks existed in progressing to the next phase.

A meeting was held with QQI regarding the SRMS project. This was a positive engagement, with QQI demonstrating a clear understanding of the scale and complexity of the issues involved. The Executive will liaise regularly with QQI over the coming months to keep them up to date. It was noted that system-wide risks were associated with projects of this nature,



and that a number of other institutions were experiencing difficulties. These issues highlighted the broader risks associated with system implementation.

Regular report C was submitted to the HEA. Additional minor information was requested, and it was noted that it might be necessary to seek the Chair's approval or action.

The paper prepared in advance of the meeting by Dr Dillane was welcomed by Governing Body as clear and appropriately balanced. Placard was also confirmed to be GDPR compliant. GB was briefed on project finances. [REDACTED]

[REDACTED] Dr. Dillane noted consultant costs related primarily to data migration, CRM and data remediation, as specialist expertise was not available in-house. Some costs were covered through external or project funding.

Concerns were raised regarding cost escalation, procurement, and ongoing reliance on external providers. It was noted that delays, largely attributed to data issues, extended timelines and increased costs. [REDACTED]

[REDACTED] Governance oversight continued through regular meetings of the PWG and with Asiera. [REDACTED]

2. Presentation to Academic Council on June Exams (Including Risks)

The presentation was noted by Governing Body.

3. Plan for EXAMS- Remediation and Progression (Attached as a Separate Excel file)

Dr. Dillane advised that results were expected to be issued on time. The in-house system (Placard) had been significantly improved since January, reducing risks associated with manual processes. While the scale was larger, confidence in delivery was high, supported by ongoing testing and positive pilot feedback. Registrations remained less predictable, as it depended on accurate transfer and validation of examination data, including historical records. While progress had been made, this area carried greater risk.

It was noted that a clearer position on September registrations was unlikely before 1 July, as data migration could not begin until after exam boards concluded on 20 June. The next Governing Body meeting was scheduled for 17 June. Concerns were raised regarding tight timelines and the absence of a further contingency plan. Dr. Dillane advised that the current approach was the contingency plan, informed by lessons from January and supported by

The in-house system (Placard) and its developers were commended. QQI had responded positively, and its development—led by key staff, Paul Doyle and Brian Gillespie in particular—was achieved at minimal cost beyond staff time.

The CFO noted challenges in progressing normal tuition fee collection due to SRMS issues. A significant amount of fees have been billed but remained outstanding. The fees which had not yet been billed, represent a risk. A communication was planned to issue to students requesting payment. Following that communication, it was expected a large number of students would pay fees in a timely manner.

Further updates would inform next steps. The CFO will update the GB at the 17 of June meeting.

The Chair welcomed the presentation by Paul Doyle and acknowledged progress, noting initial delays due to SRMS priorities. Expansion covered three strands. Craft apprenticeships at Level 6 demonstrated stable provision with growth dependent on capital investment, with 16 programmes currently in operation. Consortium-led programmes at Levels 6 through 9 were developed with industry, but remained less predictable and reliant on employer demand. Access to Apprenticeships constituted a 15-week pathway supporting learners from disadvantaged backgrounds.



Growth in apprenticeship numbers was ongoing, driven in part by HEA requests, but required significant capital investment. Some areas, including electrical and aviation, expanded strongly, while others remained stable. Planned expansions, including aircraft mechanics, faced tight timelines, regulatory requirements, and recruitment challenges, with some HEA approvals still pending.

Capital projects progressed but faced cost pressures due to inflation, with funding potentially insufficient. Additional submissions to the HEA were being prepared. Financial sustainability was discussed. Craft apprenticeships provided more certainty, while consortium models carried greater risk. Overall contribution was positive but not yet fully quantified.

AI was not expected to significantly disrupt apprenticeship demand but might enhance delivery through simulation and diagnostics. Continued engagement with the HEA was critical, particularly regarding funding, future-proofing, and pricing. Apprenticeships were noted as strategically important and a key institutional strength and priority for TU Dublin.

Risk Management Approach

The Governing Body discussed the University's risk management framework.

OPB & Finance Cost Containment Measures

The President and CFO proposed a Governing Body workshop on cost containment, in the autumn post 31st August financial year end. The CFO advised that the primary short-term financial risk relates to income performance for the remainder of the financial year and outlined measures being implemented to control pay and non-pay expenditure, including strengthened recruitment controls and reviews of significant cost areas.

Members noted ongoing work to rationalise the estate, review underutilised assets and leases, and strengthen operational and commercial oversight. It was agreed that, with year-end approaching, the immediate focus should be on income generation alongside the development of more detailed cost containment plans.

Project GEMINI

It was noted that Project GEMINI was an EU-funded initiative involving development of a geothermal well and tunnel on the Grangegorman campus, with potential longer-term benefits for district heating. Governing Body Finance & Property Committee referred this item back to UET to examine options, including withdrawal. [REDACTED]

ITEMS FOR APPROVAL



Members acknowledged the significance of the University's financial position. Members acknowledged the need to demonstrate credible, proactive plans to address it.

Further discussion at a Board meeting was agreed to.

Having heard from the President, and the executive colleagues present, and in all the circumstances, the Governing Body ruled on a motion, passed unanimously, of confidence in the President and the executive colleagues present, the said motion having been **Proposed** by the Deputy Chair Eoin O'Shea, and **Seconded** by the Chair Gerard Howlin.

Protected Disclosures - Response to HEA Letter of the 3rd of March 2026- For approval of the GB

A revised draft response is being progressed for prompt issuance, including an offer to engage further if required.

Proposed : Eamon Maher **Seconded** : Leslie Shoemaker.

This item will be finalised and reviewed in tandem at a dedicated GB meeting with the GB response to the Letter from the HEA of the 29th of April to the Chair of the GB.

University Registrar Appointment

This was considered under "Matters Arising". The Appointment was approved see above.

Revenue Commissioners Pensions Correspondence

This correspondence was noted.

QQI SRMS Query

This was noted by the Governing Body.

GDA Legislation - President to Secretary General

This was noted by the Governing Body.

Appointment to the Board of Asiera- David Robinson

The Executive decision to appoint the Chief Information Officer, David Robinson, to the Asiera Board was noted. Members noted that TU Dublin's representation on the Board provided an opportunity, particularly given Asiera's role in managing key university systems.



Overall, the appointment was considered beneficial to the University, subject to appropriate conflict of interest management.

This item was noted by the Governing Body.

Update on Minister Harkin's Visit

This was noted by the Governing Body.

Erasmus+ Audit Update

The VP for Research & Innovation provided an update on the resubmission to the HEA of the Erasmus + audit management response, including context for prior underspend, and the implementation plan now in place.

A structured project approach has been established, led by a dedicated project manager with a cross-functional working group in place.

A full financial reconciliation of 216 mobilities has been completed. Most variances were minor (€50 or less)

Workstreams are progressing across:

- **Processes:** Draft procedures nearing completion for review.
- **IT systems:** Improvements underway (e.g. MoveOn, data validation, AI support tool).
- **Finance:** A detailed review is in progress, with full process assurance expected in June.

The HEA has requested an update meeting on 24 June. Progress was strongly welcomed, with significant improvement noted since the last ARC meeting. A new funding allocation (515 mobilities) has been accepted at a more manageable level by the VPRI. The Governing Body thanked the VPRI and her team for all their work.

Reserved matters and Delegated Authority Framework Update

The University Secretary confirmed that this framework was being updated to incorporate feedback from the workshop on the 16-04-2026 and the sub-committees. The updated document was to be brought to Governing Body Audit & Risk and Finance & Property Committees and will then come to the Governing Body meeting on 17th June for approval. The University Secretary thanked everyone for their input.

Governing Body Training

The Chair thanked the University Secretary for the training organised for Governing Body members which was very useful. This included FOI training, Risk training and Governance



training on the legislation and the fiduciary responsibilities of the Board under the HEA act and the TU act as amended. Charities Trustee obligations were also covered.

Compliance Items

Protected Disclosures Update

This was noted.

Protected Disclosures Review Group Update

An ad hoc Protected Disclosures Review Group was established in February. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

University Seal Report

This was noted.

Executive Reports

This item was noted.

Presidential Performance Review Process

The proposal for a President Performance Review process was discussed. It was agreed that the Chair and Deputy Chair would continue to develop proposals in consultation with the President and revert to the GB for further consideration.

4 Months Accounts Update

This was noted by the Governing Body.

Draft 2 FY25

It was noted that cash balances at 30 April [REDACTED] were broadly in line with the previous year [REDACTED], reflecting a stable year-on-year position. Members observed that this strength was not fully reflected in the financial statements, and it was agreed there was an opportunity to better communicate this context.



Finance Update - Management Letter C&AG Progress

This was noted by the Governing Body.

LINC Subsidiary Update

[REDACTED]

Monthly Cash & Bank Report

This was noted by the Governing Body.

Prompt Payment Update

This was noted by the Governing Body.

GOLD Team Update

This was noted by the Governing Body.

EESP Update

The President reported that engagement on the Executive Structures project for the senior team posts was ongoing. The President will update the GB at the June Meeting.

Academic Hub Update

This was noted by the Governing Body.

Student Accommodation Update

The COO confirmed she has been appointed to the HEI Student Accommodation Programme Board with representatives from DFHERIS, HEA and NDFA. The COO is representing the TU sector on this Board and an individual from DCU is representing the traditional universities. It was highlighted that TU Dublin is expected to be among the first institutions involved in this work. Members welcomed the appointment and noted the importance of having a voice for the TU sector at the table on this issue.

Capital Update

This was noted by the Governing Body.



West Quad Update

This item was noted.

HR Update

The PSN Return for Q1 was noted by the Governing Body as presented in the GB documentation.

Safety Statement

This item is deferred to the next GB meeting of the 17 June 2026.

University Executive Report to Governing Body

This item was noted by the Governing Body.

Council & Committee Minutes & Reports

The following reports and Minutes were noted by the Governing Body.

FPC Report to GB 22-04-2026

FPC Minutes 11 Mar 2026

EDIC Minutes 11.03.26.

EDIC Report to GB 13th May 2026

Any Other Business

The potential for amendment of the GDA Act was raised.

Next Meeting 17th of June 2026 in Grangegorman- Changed from Tallaght

The Chair provided apologies for the 17th June Governing Body meeting. The Deputy Chair will chair this meeting.

A handwritten signature in cursive script, appearing to read 'Eoin O'Shea'.

Signed: Eoin O'Shea Interim Chair of the Governing Body.

Date: 26/08/2026