

GB 1902

Minutes of the meeting of the Governing Body of Cork Institute of Technology held on Thursday 7 February 2019 in the Council Room, 2nd Floor, Administration Building at 3.00 pm.

Present: Mr Bob Savage (Chair)
Dr Barry O'Connor
Mr Bernard Allen
Mr Aaron Buckley
Ms Mary Cooney
Mr Eoin Deane
Ms Emelie Fitzgibbon
Ms Maura Fitzgibbon
Cllr Mary Hegarty
Cllr Michael Hegarty
Capt Dave Hopkins
The Mayor of the County of Cork, Cllr Patrick Gerard Murphy
Mr Declan O'Leary
Mr Cilian Ó Súilleabháin
Ms Ann Piggott
Ms Katherine Walshe

In Attendance: Dr Orla Flynn, Mr Paul Gallagher, Dr Áine Ní Shé and Ms Geraldine Faherty, Recording Secretary.

Prior to the commencement of the meeting, the Chair informed Governors that a presentation would be made to Ms Ann O'Mahony to thank and acknowledge her 41 years of dedicated service to CIT and thank her for being the face and voice of the President's Office and for her dedication and commitment to CIT's Governing Body. It was a privilege to work with Ann and on behalf of all Governors both past and present, the Chair wished Ann a long and happy retirement.

The President concurred with the Chair. He also thanked Ann for the being the guardian of the image and integrity of CIT over the years and for her help and support to him.

Apologies were received from Mr John Higgins and Ms Stephanie Kelly.

On behalf of the Governing Body the Chairman extended sympathies to:

1. Michael Walsh, Lecturer, Department of Mechanical, Biomedical and Manufacturing Engineering on the death of his mother.
2. Tim Daly, Head of Strategy, MTU Project Director, IT Tralee on the death of his father.
3. Pat O'Keeffe, Lecturer Pro-Rata, CIT Cork School of Music on the death of his mother.
4. Michelle Collins, Lecturer, Pro-Rata, Department of Marketing & International Business on the death of her father.

5. Clodagh Carroll, Lecturer, Department of Mathematics and her husband Scott McGowan, Lecturer Pro-Rata, Department of Accounting and Information Systems on the death of her father.
6. Finbarr O'Donovan, Library Assistant on the death of his mother.

The Chairman asked the meeting to stand for one minute's silence.

Both the Chairman and the President wished to formally welcome Ms Geraldine Faherty to the meeting and wished her well in her new role.

There was agreement that tabled items would be dealt with as they arose.

The President referred Governors to a correction to the Agenda. Item 9.2 – “Signed Minutes of the Governing Body MTU Sub-Committee Meeting held on Friday 30 November 2018” should have read “Signed Minutes of the Joint Governing Body MTU Sub-Committee and the Governing Body Finance Sub-Committee meeting held on Friday 30 November 2018”.

1. Minutes of the Special Meeting (1902.1) [Appendix 1].

The minutes of the special meeting held on Thursday 6 December 2018 were circulated with the Agenda and were approved by the Governing Body.

2. Digest of the Special Meeting (1902.2) [Appendix 2].

The digest of the special meeting held on Thursday 6 December 2018 was circulated with the Agenda and was approved by the Governing Body.

3. Minutes of the previous Meeting (1902.3) [Appendix 3].

The minutes of the previous meeting held on Thursday 13 December 2019 were circulated with the Agenda and were approved by the Governing Body.

Matters Arising: Addendum 1 was circulated with the Agenda [Appendix 3.1].

The President confirmed that the circulated Addendum was for their information and gave updates on the following points:

No. 3 (Page 42) referring to the Staff Appointments Sub-Committee Membership to be broadened so that there could be more frequent meetings. This is also linked to Agenda item 5.2 – Staff Appointments Sub-Committee Terms of Reference.

The President confirmed that there were two issues raised:

- (i) CIT were losing successful candidates due to the delay in the ratification of posts, and,
- (ii) The Staff Appointments Sub-Committee Membership be broadened so that there could be more frequent meetings.

In order to respond to this issue, the HR Manager has been asked to submit an analysis report on the number of cases where the Institute has lost successful candidates due to the delay in the ratification of posts. However, the initial response from HR to this request was that this rarely happens.

The membership of the Staff Appointments Sub-Committee is 7 which includes 3 external members and a quorum of two (one of whom must be external) is required for the meeting. He stated that this would remain as is until the analysis report is received. As item 5.2 from today's Agenda is linked to this item, it will be held until the analysis report is received from HR.

ACTION: The HR Manager to submit an Analysis Report re: the number of cases where the Institute have lost successful candidates due to the delay in the ratification of posts.

Consideration be given to the membership of the Staff Appointments Sub-Committee to be broadened to allow for more frequent Meetings.

No. 7 (Page 57) – Review of the Marketing & Communications Unit

The President confirmed that a review of this area is required. There are two staff working in the Unit and it was important to note that their work was in no way being called into question in this review. A whole change was required which must include additional resourcing.

No 9 (Page 90) – Item 12 of Draft Minutes of FSC Meeting of 19/11/2018 “Uncollectable Fees” to be rephrased. Mr Gallagher confirmed that he had interacted with Mr Cremin in relation to making that change.

No 10 (Page 107) – Audit and Risk Sub-Committee Annual Report to amended to reflect a commentary on the areas identified by PwC and that it be brought to the next meeting of the ARSC in February for approval.

The President confirmed that Mr Higgins will bring this matter to the attention of the Audit & Risk Sub-Committee at their meeting on 28 February.

Mr Ó Súilleabháin enquired in relation to a comparison on fees collected and how CIT compared to other IoTs. In responding, Mr Gallagher proposed a sectoral benchmarking exercise, however, it appears that the majority of Institutes are recording on a receipts-only basis.

Ms Cooney enquired about retrospective mandatory reporting and in particular in relation to the Department of Applied Social Studies. Clarification is needed for staff in terms of their duty to report and how this reporting is effected.

4. Digest of the previous Meeting (1902.4) [Appendix 4].

The Digest of the previous meeting held on Thursday 13 December 2018 was circulated with the Agenda and was approved by the Governing Body.

5. Staff Appointments Sub-Committee (1902.5)

5.1 Governing Body noted the Minutes of the Staff Appointments Sub-Committee meeting held on Thursday 10 January 2019 [Appendix 5.1].

5.2 The Staff Appointments Sub-Committee Terms of Reference were circulated with the Agenda [Appendix 5.2].

As previously discussed under the Addendum, this item will remain an Agenda item for the next Governing Body Meeting on 7 March and will be discussed in tandem with the HR Analysis Report on the number of cases where the Institute has lost successful candidates due to the delay in the ratification of posts.

6. Governing Body Standing Orders (1902.6)

6.1 The final Governing Body Standing Orders were circulated with the Agenda

[Appendix 6.1].

The Chairman asked the Vice President for Finance & Administration to take this item.

Mr Gallagher referred Governors to the two proposed changes to the Standing Orders in Section 3.10 and Section 3.14 respectively.

Governors APPROVED the changes to Final Governing Body Standing Orders, Appendix A as circulated with the Agenda.

6.2 Consideration of the volume of GB documentation for meetings, length of GB Minutes and duration of GB meeting. Verbal report.

The Chairman informed Governors that he has given this item a lot of thought, taking into consideration the discussions from previous GB Meetings, additional contributions from Governors as well as meetings with the President, Ms O'Mahony and Ms Faherty. He wished to acknowledge and thank Governors for their work, there was a real sense of a team and a real sense of trust developed at Governing Body. He wanted to especially acknowledge and thank the President for his collegiality in terms of making this happen and the support that he gets from the Vice Presidents.

There was a paradigm shift in terms of the Governing Body Meetings. Today would be the beginning with further changes continuing to evolve over time. The following were the key areas in terms of his proposed changes:

1. Duration of the Governing Body Meetings

The Governing Body meetings were taking too long with too much of the work of the Sub-Committees being repeated at the Governing Body Meeting. The Chair proposed that a 5 or 10-minute report be given by the Chair of the Sub-Committee to cover key points, any approvals that may be required and other important matters that may need to be discussed. He requested that other members of that Sub-Committee only contribute if an item was omitted or to reinforce a point. This will allow for other Governors who are not members of the particular Sub-Committee to make a contribution.

2. Minutes

The Minutes were not designed to be a verbatim account of the meeting, the Chair proposed that as from today, the minutes would be a summarised record of the items discussed, and record approvals, actions, votes and/or resolutions as necessary. This will allow Governors to drive efficiency and effectiveness and most importantly allow time to deal with the substantial matters that arise.

Whilst acknowledging the great work of the Vice Presidents, the Chair proposed that they review their reports to give a 10-minute executive review with a clear outline of the decisions and approvals that may be required. This will allow time for Q&A on the important matters.

These points cover the feedback that the Chairman has been receiving and will allow for a more effective meeting with limited overlap and also allow to finish at a more appropriate time.

The Registrar wished to add one point in relation to a THEA project re: Academic Governance which is being led by the Registrar in WIT. A consultant is to meet with external members of WIT Governing Body to get their input into this project. She asked Governors if CIT would consider being the other institution involved in this project and

stated that the President or herself would be in contact with external Governors in relation to expressions of interest in participating in the project.

The Chairman stated that the timing was appropriate, and it may be beneficial to have the best practice shared.

ACTION: Dr Ní Shé to contact THEA in relation to CIT's participation in the Academic Governance Project. The President to contact external Governors re: their expression of interest in participating in this project.

The Vice President for External Affairs informed Governors of how the External Affairs Team were looking at creating a timetable schedule in relation to reporting on various items at certain stages of the year which will give a more focused approach to her report.

A discussion took place in relation to the procedural matter of the use of the Dictaphone at the meetings. This has been the practice in terms of aiding the accuracy of the record and was now being raised as to whether it was necessary to proceed with this for future meetings.

ACTION: The Chairman asked the Vice President for Finance and Administration to review the use of the Dictaphone at Governing Body meetings and to verify its use in terms of GDPR.

3. The Digest

The Chair referred to the Digest and its origin and asked Governors for their views in terms of continuing with this practice.

Governors were very clear that there should be only one set of minutes and that these could be published in a redacted form to take account of any sensitivities. Redactions to be underlined so that Governors were clear on what would be removed.

The option of moving to electronic mode was discussed. Mr Hopkins informed Governors that Minutepad was being used by the Finance Sub-Committee and that it worked well, it was easy to use and easy to make notes on the various agenda item documents. The volume of documents might be a question in terms of Governing Body.

The Vice President for Finance & Administration stated that consideration would have to be given to a dual mode for a period if Governors agreed to the move to electronic documentation.

The Chair stated that consideration would be given to moving to electronic mode but not at this time.

The recommendation of having an Appendix for previously approved minutes and reports was also agreed. The minutes will reflect the reference to the appropriate related Appendix.

Governors APPROVED proceeding with immediate effect to the new approach with the understanding that this would continue to evolve over time.

7. Correspondence (1902.7)

The Chairman invited the President to take this item.

- 7.1** Letter dated 8 January 2019 from Mr Ted Owens, Chief Executive, CETB re: his resignation from CIT Governing Body and Chairman's and the President's acknowledgement to Mr Owens dated 10 January 2019 were circulated with the Agenda [*Appendix 7.1*].

Both the Chairman and the President wished to acknowledge Mr Ted Owens' contribution to Governing Body over the last 4 years and wished him well in his retirement.

The President confirmed that the Institute are waiting on a replacement for Mr Owens and that it was up to the Cork ETB to nominate this person.

Cllr Pat Ger Murphy informed the meeting that it was his understanding that in terms of the appointment of a CEO for the Cork ETB, interviews have concluded, and a candidate has been appointed. However, there was an extensive period of notice to be worked and it was likely to be April/May before the appointee takes up duty.

ACTION: Cllr Murphy to revert to the President in terms of the best course of action.

- 7.2** HEA Correspondence – Review of External Work - Email dated 9 January 2019 from Mr Paul Gallagher to the HEA and HEA's response dated 11 January 2019 re: review of external work/conflicts – CIT School of Business staff which completes the response to the five outstanding queries referenced in the HEA's correspondence dated 29 June 2018 was circulated with the Agenda [*Appendix 7.2*].

The President informed Governors that this was the final outstanding query in terms of the review of external work in the School of Business. Mr Gallagher's email to the HEA confirms that no breach of conduct occurred. This brings the matter to a conclusion.

Governors noted the detail as outlined above.

- 7.3** Email dated 22 January 2019 from Ms Laura Larkin, Irish Independent re: Renewed Irish Independent Request FOI was circulated with the Agenda [*Appendix 7.3*].

The President referred to the email dated 22 January 2019 re: FOI request for details re: all payments to Governors to include expenses, mileage, subsistence and allowances and confirmed that the CIT FOI Officer was in the process of responding to this query.

Mr Ó Súilleabháin wished that it be noted that it was important to differentiate between Staff and Governor in terms of expenses claims for himself as he is currently undertaking his PhD and would have claims in relation to this as a staff member.

Ms Cooney also wished Governors to note the same for herself as she too is undertaking her PhD and frequently travels to the UK as a result of this, this would again be staff related.

The President confirmed that the detail to be included will relate to payments made in terms of expenses to Governors only, it does not relate to staff travel.

Mr Allen referred Governors to Section 2.4 (Governing Body Expenses) in the Annual Report as an example of what is likely to be submitted.

8. President's Report (1902.8) [Appendix 8].

The Chairman invited the President to take this item.

As the President's Report had been circulated with the Agenda, the President highlighted the following items of particular interest:

Item 1.4 – Presentation of Certificates to Pfizer Group and the Merck (Millipore) Prize of €1,000 to be awarded to a fourth year Chemical Engineering Student for Academic Excellence in Chemical Engineering. The President confirmed that Merck were delighted to be involved with CIT, particularly in light of the fact that Merck were established in Darmstadt some 350 years ago and they are still headquartered there. They were unaware of CIT's longstanding partnership with the UAS in Darmstadt.

Item 1.6 – I Wish Campus Week at CIT. This was a very successful week for CIT, well done to all involved in the event.

Item 2.8 – IUA Breakfast Briefing. The President attended this Breakfast Briefing and stated that there were opportunities to become involved with the European Universities Network. The Vice President for External Affairs will attend a Conference in Potsdam, Germany next month with a view to furthering collaborations on this front.

2.10 – Cork Chamber Annual Dinner – The President informed Governors that the winner of the Cork Chamber Company of the Year was Zenith Technologies Ltd. The CEO, Mr Brendan O'Regan, is a CIT graduate. The Vice President for External Affairs confirmed that the Emerging Company of the Year, Verifish, is based in the Rubicon and was a participant on the New Frontiers Programme two years ago.

ACTION: Governors asked the President to send letters of congratulations to both Mr O'Regan and Verifish on their behalf.

3.1 – MTU TUI IR Forum and 3.14 - MTU Information Sessions – Both the President and the Chair stated that these meetings and information sessions were very important for the MTU journey.

4.1 – Student Achievements at the Institute of Designers in Ireland – The President referred Governors to this item stating that this was another example of the great work being undertaken by Professor Seán F. O'Leary.

5.3 – Endicott College – The President referred to the cohort of students from Endicott College, Boston, USA. CIT hosted twenty students in Semester 1 and thirty students in Semester 2. He conveyed his thanks to Dr Flynn and colleagues in the International Office and also to Dr Noel Murray, Head of Department of Tourism & Hospitality, and his colleagues in that Department for establishing and building on this very good connection.

The Chairman referred to the Royal College of Surgeons looking likely to become the 8th University and if this might have an impact on CIT. The President stated that the College of Surgeons were allowed be known as a University overseas, but that they were considered to be a constituent college of NUI in Ireland. This has always been a point of contention in terms of competition for medical students. If they do get designation, this will affect UCC more so than CIT.

A discussion took place in terms of the Institute and the lack of promotion of achievements in the public domain. The major awards given to CIT Alumni at the Cork Chamber Dinner was

an example of this. Our students/graduates are among the brightest and the best and as an Institute, we should be doing more to promote this.

Mr Ó Súilleabháin stated that CIT had a draft operating surplus of €7.7m last year, we need to reduce this surplus to 3-4% and stop starving resources in terms of equipment and staff. He understood why there were cutbacks over the last number of years, but the time was now right to invest in these resources again otherwise we will keep repeating this conversation.

Mr Allen was in full agreement. He referred to the announcement of a Business School for UCC. UCC are winning the propaganda war and will continue to do so unless CIT does something about it. CIT cannot be dependent on third-parties to highlight its successes, we must do this ourselves. We must allocate more resources to Marketing.

Cllr Hegarty referred to the recent articles on the Institute in the Evening Echo. These were very good articles and it was good to see CIT getting the acknowledgment. CIT makes a major contribution to the region and she was very proud of this.

Governors were in full agreement with Cllr Hegarty, there was so many good stories to tell. Should CIT consider employing external consultants? Do CIT have this experience inhouse? There was a necessity to look at the bigger picture here, including social media.

A lengthy discussion took place in relation to the Marketing Unit and how under-resourced it is. There was a necessity to invest heavily in this area. Governors were in full agreement that the staff in the Marketing Unit were to be commended on the job they were doing. However, it was clear there were challenges and it was time for investment.

The President thanked Governors for their contributions and agreed that resources are required. There is a necessity to develop a comprehensive strategy in terms of the Institute and the Marketing Unit. He agreed to bring the issue to the Executive and to come back to Governors with a proposal.

ACTION: The President to come back with a proposal re: a comprehensive strategy in relation to the Marketing of CIT.

9. Governing Body MTU Sub-Committee Meeting (1902.9)

The Chairman invited the Chair of the GB MTU Sub-Committee to take this item.

9.1 Signed Minutes of the Governing Body MTU Sub-Committee meeting held on Wednesday 7 November 2018 were circulated with the Agenda [Appendix 9.1].

Mr Allen referred to the signed Minutes of the GB MTU Sub-Committee meeting of 7 November 2018 which had been considered at the 6 December 2018 special Governing Body meeting.

Having sought confirmation that no changes were made in the Minutes he sought Governing Body approval for them.

Governing Body APPROVED the Minutes as presented.

9.2 Signed Minutes of the Joint Governing Body MTU Sub-Committee and the Governing Body Finance Sub-Committee meeting held on Friday 30 November 2018 were circulated with the Agenda [Appendix 9.2].

Mr Allen referred to the signed Minutes of the Joint GB MTU Sub-Committee and the GB Finance Sub-Committee meeting of 30 November 2018 which had been considered at the 6 December 2018 special Governing Body meeting.

Having sought confirmation that no changes were made to the Minutes he sought Governing Body approval for them.

Governing Body APPROVED the Minutes as presented.

9.3 Draft Minutes of the Governing Body MTU Sub-Committee meeting held on Wednesday 9 January 2019 were circulated with the Agenda [Appendix 9.3].

In relation to the Draft Minutes of the Governing Body MTU Sub-Committee meeting held on Wednesday 9 January 2019 which were circulated with the Agenda, Mr Allen highlighted the following as the two main points arising from the Sub-Committee Meeting on 9 January:

- (i) The Sub-Committee's concern in relation to the financial viability of IT Tralee was very much to the fore. The Sub-Committee asked the President to formally request a copy of the Due Diligence Report carried out by Deloitte on behalf of the HEA. There was an expectation that the Sub-Committee will receive a copy of this ahead of next week's scheduled meeting.
- (ii) Update on the Legal Due Diligence. Mr Allen confirmed that the Sub-Committee would be given an update on the progress of this work at next week's scheduled meeting.

Mr O'Leary referred Governors to the point re: the Terms of Reference (ToR) of the MTU Programme Oversight Board and if they would be available to the Sub-Committee and the President indicated that he has requested a copy of the ToR and was awaiting same.

In relation to the Deloitte Report, Mr O'Leary added that there was some confusion at the Sub-Committee meeting in terms of whether the Deloitte Report document had been received by CIT in an official capacity. According to the HEA Board Meeting Minutes of 6 November 2018 which are available on their website, "CIT's Governing Body have been advised of the situation".

If CIT had received the Deloitte Report, it would be vital for Governors to have sight of this document.

The Vice President for Finance & Administration confirmed that the President had been in communication with the HEA and there was agreement that the report can be distributed. He suggested that a copy of the Deloitte Report be distributed to the GB MTU Sub-Committee in advance of their meeting next week.

Responding to the concern of Governors in terms of the Due Diligence Report and their concern of the "unknown in the shadows", Mr Gallagher stated that a tendering process was currently underway. He estimated that the procurement process should be completed by the end of February. This process was being undertaken under the Office of Government Procurement (OGP).

Governors expressed their disappointment in the delay with this tendering process and while Mr Gallagher accepted and understood their frustration, he also reminded Governors that the process takes time and requires the agreement of IT Tralee in terms of the detail of the tenders being funded under MTU. The timelines included will take into account the anticipated dates for site visits from the independent expert panel so that the Due Diligence will be completed prior to these site visits.

Ms Cooney reminded Governors that this was one of the reasons that there was an additional resolution included at the special meeting on 6 December which reflected that the MTU would continue to monitor the process and put in place a risk register. This has been repeatedly been asked to be actioned and minuted. It was a matter of urgency for Governors to see the outcome of the report.

It was suggested that CIT pay for the Due Diligence, however, Mr Gallagher reminded Governors that this would not be pragmatic, in that CIT could not conduct a due diligence audit in IT Tralee without their approval, they too must sign off on the process.

Mr Allen stated that he hoped for progress by next week's MTU Sub-Committee Meeting. There were two other items that he wished to relay:

- (i) It was essential that Oireachtas members of all parties are briefed once the submission is submitted. This is a historical step for CIT.
- (ii) He also urged the President to discourage/resist any attempts that might be made for our application to be submitted with the WIT/IT Carlow submission.

Both the President and the Chairman concurred with both of these points and reiterated the point the CIT would like MTU to be the first Technological University outside of Dublin.

Mr Ó Súilleabháin enquired if the GB MTU Sub-Committee had been given a one-off total cost for the merger? He suggested that it might be worthwhile for the Sub-Committee to have an agreed one-off figure for what the total cost might be. This would include the ongoing loss in revenue between the deficit and the lack of top-up funding. All of this was important to know in order to give a stronger bargaining point in terms of the "ask". He also had a concern that last year CIT had €8m of a surplus and while this has been committed to our capital development, it does not leave us in a good place if we are looking for funding.

Mr Gallagher stated that the €8m is committed to the Sports Arena Project. The Programmes & Budgets will be presented to Governing Body in April and the likelihood is that we are forecasting a breakeven for next year, not a 3 or 4% margin.

The President gave the following update to Governors in terms of the TUI Ballot on the MOU. The outcome of the TUI Ballot was as follows:

CIT - in favour	80%
IT Tralee – in favour	68%

The formal application is ready to be submitted and the President expects that it will be lodged next week. The delay is due to ensuring that we maximise the opportunity in order to generate the support from politicians. Once the application is submitted, then the challenge will be to ensure we get the resources required, to ensure that the eventual TU will be adequately resourced.

On receipt of the application, the Minister for Education & Skills has 30 days to send the document to the HEA and QQI seeking their nominations to the independent Expert Advisory Panel. THEA are advising that the independent expert advisory panel should be the

same as the panel constituted for the TU for Dublin submission. When constituted, this panel will evaluate the application which includes site visits to both CIT and IT Tralee to meet with relevant stakeholders (expectation of the site visits taking place in April) before submitting their report to the HEA. Following this, the HEA will then consider the advisory panel's report and make a recommendation to the Minister for Education & Skills who will then take the final decision on designation.

Governors formally welcomed the decision of the TUI Members to support the process.

10. Report from the Vice President for Finance and Administration [Appendix 10].

The Chair invited the Vice President for Finance and Administration to discuss his report.

Mr Gallagher referred Governors to the tabled Selection Board Reports and Progression Reports and went through in detail each item for approval.

The following correction to item 1.1.1 in the HR Report which should have stated "31 January 2019" rather than "31 August 2019" was noted by Governors.

Mr Gallagher referred Governors to the significant number of appointments for noting. The Institute is continuing to invest heavily in recruitment, there was a broad spectrum of posts for noting. He thanked Mr Allen and Cllr Mary Hegarty for their continued support in the recruitment process. The Chairman concurred with Mr Gallagher and added the point made by both of these Governors as to how impressed they were in terms of the motivation and capability of the talent being interviewed.

The appointment of one of our Alumni to the post of Traveller Education Coordinator was noted and welcomed by Governors.

Governors agreed to all approvals and noted the significant number of appointments.

11. Report from the Vice President for External [Appendix 11].

The Chairman invited the Vice President for External Affairs to take her report.

The Vice President commenced her briefing by reiterating her comments earlier in the meeting in relation to the restructuring of this report over the coming months. The following were the major highlights from her report:

1. Cyber Ireland Cluster
This a collaborative event that is funded partly by the IDA who have a lot of trust in CIT and have been working very closely with colleagues in the Department of Computer Science and in the School of Business. It is a very welcome national initiative.
2. Student Entrepreneurship
CIT had been unsuccessful last year in its application for funding for the Student Inc (student accelerator over the summer), the application was re-submitted again this year and was successful. A further application was made for the funding under the HEA Innovation & Transformation Call and, just before Christmas, we received notification of this success. We will still engage with the EI REDF to see if some of this funding can be used to put the materials online but predominantly, we will accept

the HEA funding. It is being funded for three years and allows the roll out of the Student Inc Programme to UCC and IT Tralee.

3. Funding Success
Dr Flynn also referenced a significant success just announced for CIT under the Centres for Research Training Science Foundation Ireland call, resulting in a €13.8m award to CIT as the lead institution of a consortium including UCC, TCD, NUI Maynooth and TU Dublin, which will fund 25 PhD's over the next 90 months. This is a momentous achievement for all colleagues involved.
4. Technology Transfer
Dr Flynn referred to the Technology Transfer activity targets for 2018. She wished Governors to note that the research agreements with industry have far exceeded the target and CIT are the national leader in terms of research agreements with Industry in the IoT sector. Overall this is a good result and significant for CIT going forward.
5. Extended Campus – Recognition of Prior Learning
CIT will celebrate 20 years of activity in RPL Teaching and Learning this year. We are seen as national leaders and twenty years ago were seen as pioneers in this field. A celebration to mark this achievement will be organised for June 2019 and tied in with the City of Learning Festival.
6. International Office
Dr Flynn referred Governors to the data in relation to student applications for 2018/2019. There is a significant increase compared to last year in terms of applications received. There has been strong interest in the Department of Computer Science and the Department of Mathematics programmes and in particular postgraduate programmes in these areas.

12. Report from the Registrar & Vice President for Academic Affairs [Appendix 12.1].

The Chairman invited the Registrar & Vice President for Academic Affairs to take this report.

The Registrar highlighted a few points in her report and requested with the permission of the Chair she would take item 1.3 at the very end as there is a decision for Governors to take following an update yesterday to which the tabled item refers.

1. 1.1 Membership of Academic Council
Approval of Governing Body was sought re: the appointment of Professor John Barrett, Acting Head of Nimbus Research Centre, as an *ex-officio* member of Academic Council.

Governors APPROVED this appointment.

2. 1.2 Research Constituency
Following the election for the Research Constituency, four valid nominations were received for the eight available places and the approval of Governing Body was sought re: the appointment of the following to Academic Council:
Dr Liam Lewis, CAPPA
Dr Alan McGibney, Nimbus Research Centre
Dr Susan Rea, Nimbus Research Centre
Dr David Williams, CAPPA

The President stated that this was an important development in terms of our research community.

Governors APPROVED these appointments.

3. Assessment Appeals Board and Assessment Infringement Board
The Registrar referred to items 2.1 and 3.1 in relation to refreshing the membership of these two key boards - Assessment Appeals Board and Assessment Infringement Board.

Governors agreed that it was encouraging to note the positive response to filling these Boards.

4. Academic Calendar
Dr Ní Shé referred to item 7.2 re: the Academic Calendar for 2019/20, agreement has been reached for Semester 1 and that plans beyond this will be likely to involve IT Tralee also.

5. Academic Plan
Dr Ní Shé referred to item 8.1, Academic Plan. She confirmed that the Academic Planning and Review Committee were working towards the finalisation of the plan. Dr Mary Moloney, Chair of the Group, presented the draft plan to the Strategic Development Committee Meeting on 7 January and the Sub-Committee suggested that the document was nearer to a strategy document. This was also presented to the Institute Executive Board and Academic Council who were of the same view.

The Chairman agreed that it was a very good document, Strategic Development is about bringing the Academic Plan together with the Strategic Plan which aligns with the Compact and other dependencies such as the Masterplan so that they are not all operating in isolation. He suggested that the Registrar would present this to Governing Body in the coming months.

6. CORU Approval
Dr Ní Shé referred Governors to item 9.3 in terms of the Department of Applied Social Studies seeking CORU approval for its Social Care programmes. The Institute is actively working on this and there is potentially resource implication in terms of staffing here.

7. Academic Quality Assurance
Dr Ní Shé referred to item 9.5 and 9.6 in relation to new programmes being validated. It was interesting to note that in terms of Bachelor of Arts (Hons) in Musical Theatre, there was a healthy response so far in terms of September 2019 intake.

8. Athena Swan
Dr Ní Shé referred to item 11.1, re: CIT's submitting an application for a Bronze Award in November and the actions required by Academic Council in terms of this. This was an important milestone for CIT.

Both Mr Ó Súilleabháin and Ms Cooney were pleased to note the review of gender balance on committees. In terms of this, the view was that these principles would be adopted across the Institute and that there is balance both ways.

Dr Ní Shé referred to the rigorous process undertaken in terms of the Assessment and Infringement Board in terms of this.

The President stated that this would be the case across the Institute. He referred to applying the 60/40 rule to the elected members of Academic Council and on checking the numbers from the previous Academic Council and noted that the ratio was 63/37. This was not far off without any gender quotas.

Mr Ó Súilleabháin stated that there was a proposal under Athena Swan to name a building after a female and queried if this could be undertaken by June. He asked if a proposal could be drafted in terms of this.

9. Sample Exploratory Analysis of Irish Survey of Student Engagement (ISSE) Data
Dr Ní Shé referred to item 14.1, informing Governors that a presentation will be given to the Strategic Development Sub-Committee at their meeting on 4 March 2019.

12.2 Application for Extension of Academic Council Term was tabled at the meeting. This also tied in with item 1.3 in the report of the Academic Council. [Appendix 12.2].

Dr Ní Shé discussed the application for an extension to the term of office of the current Academic Council to 31 December 2020 or to the date of the final dissolution of Council, whichever is sooner.

She explained that there was a conflict between trying to refresh the membership of Academic Council in the interest of good governance versus the need to have continuity at a time of immense change for CIT.

She explained the reason behind this request was due to the timelines and the necessity for a fully operational and sufficiently experienced Academic Council during the transitional period.

The Institute was trying to avoid dis-continuity in the work of Academic Council which is key in terms of academic policy, examinations, awards etc. Instead of changing Academic Council now, Dr Ní Shé was asking, on behalf of Academic Council, for an extension to the current Council. It is within our remit to do this.

Following a discussion in relation to the expected designation date, the re-establishment of Council as a sub-committee of an Interim MTU Academic Council which will operate for one year before its final dissolution was proposed.

Governors agreed that this was contingency planning and important to ensure the continuity remains at a crucial time for CIT.

Governors APPROVED the application for the extension of the Academic Council Term as outlined in the tabled letter.

13. Arts Sub-Committee

13.1 Draft Minutes of the Minutes of the Arts Sub-Committee Meeting held on Wednesday 9 January 2019 [Appendix 13.1].

The Chairman invited the Chair of the Arts Sub-Committee, Ms Emelie Fitzgibbon, to take this item.

Ms Fitzgibbon referred Governors to item 3 in the report, stating that the tabled document presented today was highlighting all arts and culture activities in CIT and linking this into the arts and culture activities in Cork City whilst noting the valuable contributions of CIT Cork School of Music to the City. This production will become a regular circulation at Governing Body Meetings into the future.

In relation to item 4, Ms Fitzgibbon informed Governors that a review of the Arts Sub-Committee Strategic Plan was going to take place. A working plan will be developed which will be actioned by the Arts Officer.

In relation to item 5, Ms Fitzgibbon referred to how changes have impacted on the Arts Sub-Committee and confirmed that there is a vacancy on the Sub-Committee for a representative from the Faculty of Business & Humanities resulting from the retirement of Mr Jim Walsh. She wished to acknowledge Mr Walsh's enormous contribution to the Arts Sub-Committee also the contributions of other previous incumbents – Mr Pat Ahern and Dr Matt Cranitch. Further details in relation to the formal acknowledgement of these contributions will be available in the coming months.

Ms Fitzgibbon referred to item 6.2 and to the discussion in relation to the Sports Arena and whether the Arts Office could be of assistance by way of ensuring that practical considerations such as venue acoustics, public spaces for visual presentation and other support requirements for events.

Dr Ní Shé stated that this will be a multi-purpose building, the space could be used for exams for example or for conferences. There is potential to attract external organisations such as the National Children's Choir or Peace Proms so it would be important that venue acoustics be included in the early stages, otherwise we may be fitting acoustics retrospectively.

The question was raised in terms of naming rights and if there anything inspirational in our capital projects in relation to this or in some way about getting more out of this potential asset? Mr Gallagher commented that there is a sports review which is nearing completion and that does have a business plan for this particular facility.

Mr Ó Súilleabháin suggested that a review of the naming of our Buildings should take place. We should be considering using historic figures from Cork. Ms Cooney added that the name changing would be welcome particularly in terms of G Block. There were two aspects to consider; naming and sponsorship if a donation was made.

Mr Allen enquired about the timelines on the Sports Arena building and Mr Gallagher confirmed that this is currently going to preliminary tender. Part 2 to take place in April with the expectation of breaking ground in September 2019. In terms of procurement guidelines, Mr Gallagher confirmed that it was not a given that the lowest tender has to be chosen, it is broader than this.

Ms Cooney wished that the following two points be noted:

- (i) the addition of the 70 spaces created by the pilot Park and Ride scheme was very much welcomed.
- (ii) In terms of the career break for the MTU Project Leader (Student Administration and Support), Ms Cooney enquired if there is a replacement and if this will cause a delay in the ongoing project work. Mr Gallagher confirmed that HR are currently reviewing a replacement, and this may indeed potentially delay aspects of the work.

To build on the great work being done in terms of the park and ride, Mr Ó Súilleabháin asked if consideration could be given to a proof of concept study in terms of transportation from various locations across the city, this may be value to students if they could get here quickly and possibly contribute to a green campus study. Mr Gallagher informed Governors that part of the Masterplan for the Institute is a Mobility Plan which will take this into consideration. CIT are also waiting for the Strategic Plan for Mobility from the local authority which was due in June of last year but is still not available from the Transport Authority.

13.2 Updated Terms of Reference of the Arts Sub-Committee were circulated with the Agenda [Appendix 13.2].

Dr Ní Shé stated that the updates were terminology changes from the Committee to the Sub-Committee throughout the document and the other main change was in terms of composition and in particular in relation to 3.1.2, “one representative from each of the following area” – Bishopstown Campus representing Business & Humanities.

Mr Deane enquired as to the gender imbalance as noted in the draft minutes and if there was any action in the terms of reference to reflect this. Dr Ní Shé stated that there was work to be done on this in terms of all Sub-Committees. One of the actions from the Athena Swan submission was to ensure Gender Balance so there was some work to be done here.

Governors APPROVED the updated terms of reference of the Arts Sub-Committee as presented.

14. Strategic Development Sub-Committee

14.1 Draft Minutes of the Strategic Development Sub-Committee meeting held on Monday 7 January 2019 [Appendix 14.1].

The Chairman informed Governors that at their meeting on 7 January, they were of the understanding that the meeting was not quorate. It was only realised after this meeting that this was not the case.

The Chairman confirmed that there was a vacancy on the Sub-Committee for an external member of the Governing Body, he asked Governors to consider putting their name forward for nomination.

In relation to the Strategic Development Sub-Committee itself, the Chairman stated that the Sub-Committee are trying to be more holistic in their overall approach. It is important that the Institute aligns its strategies. He wished to commend Mr Ó Súilleabháin who is the driver of this at the Sub-Committee meetings.

In relation to agenda item 3, the Chairman stated that Dr Ní Shé and Dr Mary Moloney, Chair of the Academic Council Academic Planning Committee, presented the Institute’s Academic Plan to the Strategic Development Sub-Committee. The document was most impressive and well done to Dr Ní Shé and Dr Moloney for their hard work. The strategy will connect into other strategies such as the Institute’s Strategic Plan and the programmes & budgets. It is as much about the process and then implementing it. He was of the view that considerable headway had been made but momentum must continue.

The Masterplan was also discussed on the day and a presentation given by Ms Susan Brennan (agenda item 5), this will also be presented to Governing Body at a later date. It outlines not

just what CIT are planning but also the phases in which this development will happen in. Our role as Governors is to have an input into the strategy, not to develop it.

He referred Governors back to the questions/comments and feedback given to Dr Ní Shé and Dr Moloney on the day and asked Dr Ní Shé to give an update on the thought process.

Dr Ní Shé confirmed that it was a very good discussion and valuable to be able to give the presentation to the Sub-Committee. The document has been through various iterations of both the group who developed it and the committee who commissioned and finally the Academic Council. The suggestion was that a strategy document was more appropriate. The last step is the implementation. A strong academic strategy for CIT will be the basis of a strong one for MTU. The spirit is there to go forward and Dr Ní Shé stated that both herself and Dr Moloney would welcome the opportunity to present the strategy to Governing Body at a future meeting.

ACTION: In terms of the next Strategic Development Sub-Committee, Mr Ó Súilleabháin asked if Space utilisation study could be discussed. Mr Gallagher confirmed that this was being done as part of the decision-making process. The database is being updated but the analysis is taking some time to be completed.

15. Draft Annual Report 2016/17 was circulated with the Agenda.

The Chairman asked the President to take this item.

The President acknowledged the work and effort of the President's Office staff in relation to the production of the draft Annual Report for 2016/17, in particular the leading input of Ms Faherty. This was a record of the Institute's activities on an annual basis. The President was recommending that this be approved and following that the next step will be to arrange for its translation into Irish.

Governors commended the President's Office staff on the document. The quantum of data was tremendous and very thorough. They asked if there was a compliance factor in terms of the document and also in terms of the level of detail in the document.

Mr Gallagher confirmed that CIT are obliged to complete an Annual Report as per Section 14.1 of the RTC Act 1992 and Section 16 of the Institutes of Technology Act 2006. The compliance in terms of the level of detail is as per the advice given to the Institute by the Department of Education & Skills.

Mr Ó Súilleabháin added that he would like to see updates in terms of the Equality Statement and the Irish Language & Culture included in the next Annual Report. The suggestion of replacing equality with inclusion was agreed.

The President sought the approval of Governing Body for the draft Annual Report.

Governing Body APPROVED the draft Annual Report 2016/17 as presented.

16. Authorised Signatories to witness the use of the Institute Seal

The Chairman asked the President to take this item.

The President advised that per the Institutes of Technology Act 2006 together with the RTC Act 1992 – Second Schedule, Item 2, “The seal of a college shall be authenticated by the

signature of the chairman or a member of the governing body authorised by the governing body to act in that behalf and by the signature of an officer of the college authorised to act in that behalf.”

He referred Governors to the Extract from the Act which had been circulated with the Agenda.

Governing Body at their meeting on Thursday 9 December 1999 approved that the Director and Ms Ann O’Mahony be the authorised witnesses to the use of the Institute Seal.

On the retirement of Ms Ann O’Mahony on Monday 25 March 2019, the President sought the approval of Governing Body for both himself and Ms Geraldine Faherty to be the authorised witnesses to the use of the Institute Seal.

Governing Body gave their APPROVAL that the President and Ms Geraldine Faherty be the authorised witnesses to the use of the Institute Seal.

Tabled Item: Education Journal

The President referred Governors to the Education Journal (Volume 31, issue 3) which was a tabled item from Professor Seán F. O’Leary. He referred Governors to pages 40 to 42 of the document which features Professor O’Leary and his award-winning students.

17. AOB

Mr Allen asked if for the next Meeting of Governing that there could be a statement on the impact of UCC’s latest development of a School of Business on CIT’s School of Business.

There is a finite market out there. Both Dr Flynn and Dr Ní Shé informed Governors that while this might be news today, it was not any to colleagues in the School of Business. They have been aware of this development for the last year or so and they have been planning.

Dr Ní Shé spoke of the strategic view of the School being two-fold in that is was working with colleagues in the FE sector in order to raise the level of points of entry as well as building a successful brand and referred to the Business Information Systems programme as a very good example of this. The School have been actively working on a new finance programme strategy in order to create another unique brand.

The concern was in terms of where this announcement fitted into third-level strategy at national level. Dr Flynn stated that UCC want to have a top-ranking business school along the lines of the Smurfit Graduate Business School, one of their issues at present is attracting international partnerships and international students. They are not dealing with tier one partners because they are not seen as being a tier one business school. This is a specific strategy to position themselves in that top tier and to have that world ranking.

A number of years ago, UCC appointed an additional ten full-time professors in the business area with a further ten to be appointed.

Governors agreed that they would like to receive a presentation from the HoF in terms of what is CIT’s business vision. This may not be for the next meeting but maybe April. There was the added suggestion of this meeting taking place in 46 Grand Parade with a press release stating the CIT Governing Body are hosting their first meeting reasserting their footprint.

A further discussion took place in terms of the Nano Nagle Building and the lack of awareness of CIT involvement here.

ACTION: The Head of Faculty of Business & Humanities to give a presentation on CIT's vision for its School of Business.

The Chairman referred to one final item, as part of the TU journey it has been suggested that CIT will have a Governing Body Meeting in IT Tralee and have an informal meeting with IT Tralee Governing Body afterwards and vice versa.

Governors discussed the proposal and were in full agreement that it was prudent for both Governing Bodies to meet prior to the visit from the International Panel. It was important to see IT Tralee's facilities and for them to see ours.

ACTION: The President to draft a proposal in relation to CIT Governing Body visiting IT Tralee to meet with IT Tralee Governing Body, to participate in a tour of their facilities and to attend an informal social gathering. To be scheduled with an April timeframe.

The Chairman thanked Governors for their time this afternoon. The meeting concluded at 6pm.

The next ordinary meeting of the Governing Body was fixed for Thursday 7 March 2019 commencing at 3.00 pm in the Council Room, 2nd Floor, Administration Building.

Signed: _____

Date: _____

ADDENDUM 1

Requests from Governing Body at their meeting on 7 February 2019

No.	Minute Page No.	Request	Actioned by	Date Actioned
1.	3	An Analysis Report from the HR Manager re: the number of cases where the Institute have lost successful candidates due to the delay in the ratification of posts. Consideration be given to the membership of the Staff Appointments Sub-Committee to be broadened to allow for more frequent Meetings.	Mr P Gallagher President	To be presented at the Governing Meeting on 7 March.
2.	5	Dr Ní Shé to contact THEA in relation to CIT's participation in the Academic Governance Project. The President to contact external Governors re: their expression of interest in participating in the project.	Dr Ní Shé President	Underway.
3.	5	The Vice President for Finance & Administration to review the use of the Dictaphone at Governing Body meetings and to verify it in terms of GDPR.	Mr P Gallagher	For discussion at the Governing Body Meeting on 7 March.
4.	6	Cllr Pat Ger Murphy to revert to the President re: best course of action.	Cllr Pat Ger Murphy	Underway.
5.	7	The President to send letters of congratulations to Mr Brendan O'Regan, CEO, Zenith Technologies and to Verifish on their recent awards.	President	Letters sent on 22 February 2019.
6.	8	The President to revert to Governing Body with a proposal re: a comprehensive strategy in relation to the Marketing Unit.	President	Underway.
7.	17	Space Utilisation Study to be discussed at the next Strategic Development Sub-Committee Meeting.	Mr P Gallagher	Noted for the next meeting.
8.	19	The President to request the Head of Faculty of Business & Humanities to give a presentation to Governing Body on CIT's Vision for its School of Business	President	Underway.
9.	19	A proposal to be drafted in relation to CIT Governing Body visiting IT Tralee to meet with IT Tralee Governing Body, to participate in a tour of their facilities and to attend an informal social gathering. To be scheduled with an April timeframe.	President	Underway.