GB1911

Minutes of the meeting of the Governing Body of Cork Institute of Technology held on Thursday 7 November 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 Maura Fitzgibbon
Ms Mary Hegarty
Cllr Michael Hegarty
Mr John Higgins
Capt Dave Hopkins
Mr Denis Leamy
Mr Declan O'Leary
Ms Aisling O'Mahony
Ms Ann Piggott
Ms Katherine Walshe

Apologies: Ms Emelie Fitzgibbon, Dr Cilian Ó Súilleabháin, Cllr Patrick Gerard Murphy

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

The Chairman commenced the meeting by welcoming everyone. On behalf Governors, he congratulated Cilian Ó Súilleabháin who was an apology for today's meeting due to being conferred with his PhD in Dublin.

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

1. Cathriona Foley, Assistant Lecturer, Department of Biological Sciences on the death of her mother.

2. Dr Maire Begley, Lecturer, Department of Biological Sciences on the death of her mother.

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

The President referred to the new format for the documentation and informed Governors that should they wish to avail of the documents in soft copy format to email Geraldine who will organise this for the next Governing Body Meeting.

1. Minutes of the previous meeting held on Thursday 3 October 2019

The minutes of the previous meeting held on Thursday 3 October 2019 were circulated with the Agenda and were approved and signed subject to the inclusion of Mr Deane as an apology for this meeting.

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

Matters Arising

There were no matters arising discussed.

Addendum:

Update on Addendum 1

The President gave the following update in terms of the Addendum:

Item No. 1 (Page 2):	The IRAM Summary Report which was circulated with the documentation for today's meeting for Governors information.
Item No. 2 (Page 3):	This work is an ongoing issue in relation to the Deloitte Summary.
Item No. 3 (Page 4):	The draft ToR for the joint meetings of the respective MTU Sub-Committees are not yet finalised. They were presented at the first joint meeting in IT Tralee on 16 October and will revert to the next joint meeting for finalisation. They will be circulated to Governing Body once finalised.
Item No. 4 (Page 6) and Item No 8:	Work has commenced in relation to the request to generate publicity re: the newsworthy items taking place at the Institute. In relation to item 8 - Marketing, discussions are ongoing, and a draft proposal is being put in place in terms of a Marketing Manager.
Item No. 5 (Page 8):	Discussions took place with the DES re: the engagement of BH Consultants and the procurement process surrounding their engagement. The Minister's letter was received on 30 September and given the quick turnaround, it has been proposed to engage BH Consultants on the basis of a sole supplier. A tendering process will be considered from 1 January 2020. The possibility of extending the sole supplier beyond December was also discussed. This was now with the DES who will revert with their decision in the coming days.
Item No. 6 (Page 10):	The two MTU Project Directors to join the meeting later to give their update.
Item No. 7 (Page 14):	Dr Flynn to give an update on Athena Swan under her item later in the meeting.
Item No. 8:	To remain as a standing item on the Addendum.

2. Masterplan Presentation by Mr Seán Kearns, Reddy Architects and Ms Susan Brennan, Senior Architect, Buildings & Estates Office.

The Chairman invited Mr Gallagher to give a brief introduction and background to Governors. Mr Gallagher informed Governors that Mr Seán Kearns, Director, Reddy Architecture & Urbanism and Ms Susan Brennan, Senior Architect based in the Buildings & Estates Office would join the meeting shortly. He wished to acknowledge the enormous contribution that Ms Brennan had made since joining the Institute.

Mr Gallagher informed Governors that the work on the masterplan has been mainly concentrated on the Bishopstown Campus and new building development. There is an expectation of a 25% increase in student numbers over the next decade and how this might be accommodated has been incorporated into the masterplan. Overall, the presentation should give Governors a flavour of ambition for the campus and an expectation for its future. He also referred to the next stage which would be to take 3 projects and complete a feasibility study on them, this would allow the Institute to be in a position to progress a project once funding becomes available.

The President informed Governors that a consultation took place recently between UCC and CIT and visitors from St Louis, Missouri on the Cork Science & Innovation Park, now called the Cork Innovation District. It is hoped that there will be more involvement from Cork City Council on this agenda as it is now within the city bounds.

The Chairman welcomed both Mr Kearns and Ms Brennan to the meeting.

In his presentation, Mr Kearns discussed the following:

- the background to the Masterplan
- the expansion of the campus over the years and the disconnect created as a result of this
- the outcomes of meetings with stakeholders
- the external factors influencing the review
- the future plans/expectations

The presentation was followed by a questions and answers discussion which allowed Governors the opportunity to convey their comments and give feedback. These discussions included the following:

- the potential location of student accommodation on campus
- reservations in relation to the reduction in parking spaces
- the importance of engaging with the local community
- the follow-up review re: sports requirements at the campus

Overall, Governors welcomed the masterplan and its ambition for the Institute. They were pleased to see student accommodation included in the plan and asked that consideration be also given to this at the NMCI campus. They were reassured that the loss of parking spaces will be considered as part of the Institute's mobility plan and that there will be alternative options available.

The next step is to complete feasibility studies for three of the projects which will allow the Institute to be in a position to progress a project once funding becomes available.

The Chairman thanked both Mr Kearns and Ms Brennan for their informative presentation, he also conveyed his thanks to all who have contributed to the development of the masterplan. Mr Kearns and Ms Brennan left the meeting.

3. Correspondence

Governors noted that there was no correspondence for this month's meeting.

4. President's Report

The Chairman invited the President to discuss his report.

The President's Report was circulated with the Agenda. The President highlighted the following noteworthy items for Governors' information from his report:

Item 1.1 and Item 1.2: The President referred to the four days of conferring ceremonies that took place last month. He confirmed that a total of 2,637 graduands were conferred, this included 92 graduands who were conferred with joint awards from CIT/UCC. The President of IT Tralee attended one of CIT conferring ceremonies and Dr O'Connor attended conferrings at IT Tralee on 18 October.

The Chair informed Governors that he had spoken to several families who had attended these conferring ceremonies, it was a tremendous experience for them and their families. He referred to the joint awards and how progressive the two institutions were. Governors also noted that the Deputy President of UCC had referred to the collegiality and the uniqueness of our joint awards in the higher education landscape at a recent event in UCC.

Ms Hegarty also wished to commend the Institute on the Conferring ceremonies. She had attended one of the days and wanted to acknowledge the work of everyone involved in ensuring our graduates and their families had a wonderful experience, it was a great occasion for all involved. Ms O'Mahony also acknowledged the great community spirit in CIT and as one of the graduates herself, she conveyed her thanks to everyone involved. Governors offered their congratulations to Ms O'Mahony.

The President conveyed his thanks to the Registrar's Office and, in particular to the Exams Office, for their hard work and organisation in relation to the Conferrings. He also thanked the academic staff for their very strong attendance on each day, this was important to the graduates and their families.

ACTION: The Registrar to write the Deputy President of UCC to thank him for his participation in the conferring ceremony on 1 November and to express the positive views of CIT Governing Body in relation to our joint awards.

Item 2.15: The President referred to the 20 x 20 movement which aims to encourage more female involvement in Sport, the Institute have formally become members.

Item 2.20: The President referred to the Career Options event in Rochestown Park, over 300 CIT staff volunteered and attended the event. Sincere thanks to all involved and well done to the Marketing Unit who ensured once again that CIT had the prime location on the day.

Item 2.29: The President referred to excellent performance given by Prof Jim O'Mahony showcasing the artistic career of Frank Sinatra.

In relation to Student/Graduate Achievements, the President referred Governors to items 5.1 to 5.6 and offered his congratulations to all who participated in events, received awards and who above all did the Institute proud in their particular fields.

The President drew Governors attention to Staff Achievements - 6.1 to 6.3 and offered his congratulations to the staff mentioned.

In relation to visitations, October was a busy month with visits from Camosun College, Canada, Danang University of Economics, Vietnam, the International University of Catalonia and a visit from the Finnish Ambassador who showed a particular interest in Cybersecurity.

Finally, he wished to offer his congratulations to the following staff who were recently conferred with doctorates:

- Dr Larkin Cunningham
- Dr Jonathan McCarthy
- Dr Ona McGrath
- Dr Cilian Ó Súilleabháin
- Dr Ruth Vance

5. Governing Body MTU Sub-Committee

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

6.1 Signed Minutes of the MTU Sub-Committee Meeting held on Thursday 12 September 2019.

Mr Allen referred to the Signed Minutes of the GB MTU Sub-Committee meeting held on 12 September 2019 which had been considered at the 3 October Governing Body meeting. Prior to seeking Governing Body approval of these minutes, he referred Governors to agenda item 4 – Terms of Reference for the GB MTU Sub-Committee on page 64 of their documentation. The Sub-Committee had recommended two changes to their ToR at this meeting on 12 September, however, this had not been approved at the Governing Body meeting on 3 October. Mr Allen was now seeking Governing Body approval of the changes to the ToR as outlined in the tabled document circulated at today's meeting.

Governing Body APPROVED the changes to the ToR and further APPROVED the signed Minutes as presented.

6.2 Draft Minutes of the MTU Sub-Committee Meeting held on Thursday 24 October 2019.

Mr Allen referred to the draft Minutes of the GB MTU Sub-Committee meeting held on 24 October 2019 highlighting the following items for Governors attention:

Agenda item 2, the Sub-Committee were disappointed at the amount allocated to MTU under the Landscape Funding. The €2m allocated was well below expectations. A spending programme will be drafted to allow for the reduced amount received. Prof McGlynn had confirmed that this review will take place in the coming week and that the details will be brought to the attention of the GB MTU Sub-Committee meeting at their next meeting.

In relation to the recruitment of the IR Specialist, the Sub-Committee were appalled by the delay of 6 months in processing this vital post. Mr Allen confirmed that the Sub-Committee were informed at today's meeting that the post will be advertised in the national press tomorrow. The Sub-Committee recommended that there should be an interim appointment until the fulltime post has been filled. The Sub-Committee wished that this delay be noted and that it had caused a high level of frustration within the Sub-Committee.

In relation to Agenda item 3 – Review of the Joint Meeting of the respective GB MTU Sub-Committees, a full report will be given to Governing Body at the next meeting in December.

BH Consultants have been engaged in consultation with the DES to assist and complement the efforts in achieving TU status. The Sub-Committee have sought the ToR in relation to the engagement of the Consultants and wished to make Governing Body aware that they had concerns in terms of procurement and the possible risk to the Institute as a result of how this engagement might be viewed by external bodies.

Mr Allen referred to their Sub-Committee meeting that took place this afternoon. He confirmed that one of the agenda items was the ToR for the Joint Sub-Committees Meetings, this will be an agenda item for the Sub-Committee's next meeting on 6 December. Mr Allen confirmed that today's meeting was adjourned due to lack of information.

The Chairman thanked Mr Allen for his update. He welcomed Prof Hugh McGlynn, CIT MTU Project Director to the meeting and conveyed his thanks to Prof McGlynn for the huge body of work undertaken on the MTU project. He conveyed apologies on behalf of Mr Tim Daly, MTU Project Director, IT Tralee who was unable to join the meeting due to having to return to IT Tralee.

For the benefit of the Governors who had not met Prof McGlynn, he confirmed that he was the Head of School of Science & Informatics and since June 2018 he has been involved in the MTU project along with his counterpart Mr Tim Daly in IT Tralee and the MTU Project Team.

Prof McGlynn gave an update on the following in relation to the project:

1. Working Groups
2. Project Leadership Team
3. IR Engagement
4. Governance
5. Communications
6. Timelines

Governors welcomed the update from Prof McGlynn and in their question and answer discussion, they sought clarity and conveyed their comments and feedback on the following:

- Organisational cultures
- International Panel visit
- Level of teamwork and "acting as one"
- Role and benefits of the consultants
- Timelines
- Challenges
- Proto-MTU

The Chairman thanked Prof McGlynn for his informative and forthright update, it was essential for the future of CIT that TU status is achieved.

In closing, the President gave a brief update in relation to the launch of the Technological Universities Research Network (TURN) Report in Dublin earlier in the week. The report is considered to be the blueprint for what Technological Universities are going to do. One of the action items is a new funding model and a borrowing framework. Over the next three years €50m per annum will be available for the Technological University Transformation Fund. It will be essential that MTU can avail of this also as at present the only TU in this landscape is TU Dublin.

6. Report from the Vice President for Finance and Administration:

6.1 Human Resources Report was circulated with the Agenda.

The Chairman invited Mr Gallagher to discuss his report.

Mr Gallagher referred to the 4 tabled selection board reports and the 3 progressions as presented and discussed each item requiring approval. He requested Governors' approval for the tabled selection board reports and the progressions as presented.

Governors AGREED to all approvals as presented.

The Chairman wished to acknowledge and thank Mr Allen for chairing these interviews, this was very much appreciated.

6.2 CIT Internal Resource Allocation Model (IRAM) Presentation to the Finance Sub-Committee on 11 June 2019.

Governors noted with thanks the IRAM Summary Report as circulated with the Agenda and agreed this report will in future be circulated to Governors as standard practice.

7. Report from the Vice President for External Affairs:

7.1 Report on Research, Innovation and Enterprise, Engagement, Alumni and Internationalisation.

As Dr Flynn had to leave the meeting prior to her agenda items being discussed, the Chairman invited the President to discuss Dr Flynn's report.

The President referred to the Springboard update on page 91 of the documentation and confirmed that the Institute have received approval of approximately €1m for these programmes.

He confirmed that Extended Campus will celebrate 20 years of RPL being formally established in December. Over 1,000 students have benefited from RPL in this time with the Institute being national leaders in this space.

The President welcomed the increases in International student numbers for 2019 as per page 94 of the documentation.

The President referred to the approval required in relation to two companies in which the Institute have a shareholding - Tip Tap Tap DAC and CIT Infinite DAC. In terms of Tip Tap Tap DAC, he sought Governing Body approval for their voluntary strike off subject to satisfying the criteria in relation to their activities.

Governors APPROVED the commencement of the voluntary strike off by Tip Tap Tap DAC.

In relation to CIT Infinite DAC, the President sought the approval of Governing Body for their voluntary strike off.

Governors APPROVED the commencement of the voluntary strike off by CIT Infinite DAC.

Governors NOTED the change in shareholding as a result of further investment secured by OrthoXel.

7.2 Update re: Progress on the Athena Swan Action Plan.

The President stated that the Institute had officially been presented with the Athena Swan Bronze Award on 24 October and he once again wished to acknowledge the great work undertaken by Self-Assessment Team (SAT) under the guidance of both Dr Flynn and Dr Ní Shé.

In relation to the update circulated with the Agenda, he stated that the Action Plan was a very detailed and honest appraisal of progress. It was self-explanatory in that it was presented in a traffic light form – green indicating that the action was reasonably complete, amber indicating that the action was underway and white indicating that the action had yet to be initiated.

In relation to SALI, the application was submitted on 12 October and it is hoped to have an outcome in January 2020.

In response to a query in relation to the GB EDI Sub-Committee, the President agreed that an update would be given at the next Governing Body meeting on 5 December.

ACTION: Dr Flynn to present an update in relation to the EDI Sub-Committee at the next Governing Body meeting on 5 December.

8. Report from the Registrar & Vice President for Academic Affairs:

8.1 Report of the Academic Council meeting held on Friday 4 October 2019.

The Chairman invited Dr Ní Shé to discuss her report.

Dr Ní Shé confirmed that the Academic Council held their first meeting of the new academic year on 4 October 2019. She was an apology for this meeting due to travelling to Colombia with a delegation from Cork, however, she referred to agenda items 2, 4, 5, 6 and 9 for Governors' information.

In relation to agenda item 1, Membership of Academic Council Council, approval is sought for the appointment of following to Academic Council:

(i) Ms Deirdre Ryan, Acting Head of Department of Architecture
(ii) Ms Claire O'Sullivan Rochford, Head of Department of Accounting & Information Systems
(iii) Mr Nuttawud (Zach) Nutchanat, Student representative

Governors APPROVED the three appointments as presented.

8.2 CIT Access Service Annual Report and Dashboard 2018/19.

Dr Ní Shé referred to the Access Service Annual Report and Dashboard which was circulated with the Agenda.

The 2018/19 Report is a comprehensive report which highlights increasing numbers year on year. Dr Ní Shé wished to compliment the Access Team on the excellent work that they do.

A discussion took place in relation to the possibility of joint initiatives with Cork ETB schools in terms of student mental health and wellbeing. Dr Ní Shé agreed to refer the matter to the FE Coordinator.

ACTION: Dr Ní Shé to refer comments to the FE Coordinator on the potential of joint initiatives with Cork ETB in terms of student mental health and wellbeing.

Governors were very complimentary of the report stating that it gave a comprehensive overview of the Service and they wished to commend the Access Office for their tremendous work.

The President added his thanks for the great work being done in Access, they are a small unit and supported right across the Institute. He particularly wished to highlight the work being done in Cork Prison and the Dillon's Cross Project which are all coordinated and led by the Access Service.

8.3 CAO 2019 Update.

Dr Ní Shé referred to the CAO Report as circulated with the Agenda. This report was tabled at the Executive meeting in September and they were keen that Governors get a full 360 view of all of our intake including part-time, online etc.

In relation to the report itself, Dr Ní Shé confirmed that whilst CAO numbers are slightly down on 2018, the numbers are significantly up in Rounds A and 0 even though these figures were down nationally. She referred to the deliberate strategy to engage with QQI/FET/FETAC Sector and referred to this marked increase in Round 0 from 152 in 2018 to 513 in 2019 and the increase in Round 0 acceptances from 89 in 2018 to 234 in 2019.

Dr Ní Shé wished to commend Ms Lenka Forest for all her work over the last number of years, she is leaving to take a post elsewhere and we wish her well.

In terms of MTU and in relation to student numbers at IT Tralee, Dr Ní Shé to request an outline of IT Tralee's numbers for the December Governing Body Meeting.

ACTION: The Registrar to share CIT's CAO 2019 update with IT Tralee and to request their final numbers for 2019.

9. Arts Sub-Committee:

As Ms Fitzgibbon was an apology for today's Governing Body meeting, the Chairman invited Ms Hegarty to present this item.

9.1 Signed Minutes of the Arts Sub-Committee meeting held on Wednesday 15 May 2019.

Ms Hegarty referred to the Signed Minutes of the Arts Sub-Committee meeting held on 15 May 2019 which had been considered at the Governing Body meeting on 6 June and she sought Governing Body approval of these.

Governing Body APPROVED the Minutes as presented.

9.2 Draft Minutes of the Arts Sub-Committee meeting held on Wednesday 2 October 2019.

In relation to the draft minutes of the Arts Sub-Committee meeting held on 2 October, Ms Hegarty stated that the contribution of the Arts to CIT was exceptional with over 15,000 attending Arts events.

She referred to the Arts website - https://arts.cit.ie/ which has a comprehensive listing of all arts events.

Ms Hegarty confirmed that the Arts Office are continuously connecting with Cork County Council and Cork City Council in order to promote the arts activities of the region. She also wished to acknowledge the work of the Arts Office and the work of the Sub-Committee including the recently retired past members whose contributions have been invaluable to the Arts in the region.

10. Finance Sub-Committee:

The Chairman invited Capt Hopkins as Chair of the Finance Sub-Committee to take this item.

10.1 Signed Minutes of the Finance Sub-Committee meeting held on Monday 10 June 2019.

Capt Hopkins referred to the Signed Minutes of the Finance Sub-Committee meeting held on 10 June 2019 which had been considered at the Governing Body meeting on 4 July and he sought Governing Body approval of these.

Governing Body APPROVED the Minutes as presented.

10.2 Draft Minutes of the Finance Sub-Committee meeting held on Monday 7 October 2019.

Capt Hopkins discussed the draft minutes of the Finance Sub-Committee meeting held on 7 October which were circulated with the Agenda. He highlighted the Matters Arising, agenda items 4, 6, 9, 15, 17, 18 and 19 for Governors' information.

Governors noted the Finance Sub-Committee Annual Report as presented under item 18.

11. Strategic Development Sub-Committee:

The Chairman discussed the report on the Strategic Development Sub-Committee.

11.1 Signed Minutes of the Strategic Development Sub-Committee meeting held on Monday 10 June 2019.

The Chair referred to the Signed Minutes of the Strategic Development Sub-Committee meeting of 10 June 2019 which had been considered at the Governing Body meeting on 4 July and he sought Governing Body approval of these.

Governing Body APPROVED the Minutes as presented.

11.2 Draft Minutes of the Strategic Development Sub-Committee meeting held on Monday 7 October 2019.

The Chair referred to the draft minutes of the Strategic Development Sub-Committee meeting held on 7 October which were circulated with the Agenda.

He referred to agenda item 4, Research Strategy and was pleased to note how well the Institute is performing on this platform.

The Chair referred to Agenda item 7 – Building Works Update, he wished to acknowledge the work undertaken over the summer months and conveyed the appreciation of Governing Body to the Buildings & Estates Office for this significant works programme.

In relation to a query regarding a research specific plan and the requirements of the International Panel re: the increase from 4 to 7%, the President stated that a comprehensive response was sent to the DES on this trajectory and added that once designation is received, MTU will have delegated authority in all areas. He also referred to the TURN report and the acknowledged need to develop a research infrastructure in TUs, this will bring more funding.

In relation to the Dean of Graduate Studies, the International Panel had raised the plans for a single Graduate School for MTU. The Working Groups are looking at this currently.

A discussion took place in relation to the TURN Report and the future development opportunities that this will present.

Resulting from discussions in relation to analysis of space and the ventilation in some of the classrooms over the Atrium, Mr Gallagher confirmed that the ventilation project is currently active and being pursued with renewed vigour.

12. Audit & Risk Sub-Committee:

The Chairman invited Mr Allen as the Chair of the Audit & Risk Sub-Committee to take this item.

12.1 Signed Minutes of the Audit & Risk Sub-Committee Meeting held on Thursday 20 June 2019.

Mr Allen referred to the Signed Minutes of the Audit & Risk Sub-Committee meeting of 20 June which had been considered at the Governing Body meeting on 4 July and he sought Governing Body approval of these.

Governing Body APPROVED the Minutes as presented.

12.2 Draft Minutes of the Audit & Risk Sub-Committee Meeting held on Thursday 10 October 2019.

Mr Allen referred to the draft minutes of the Audit & Risk Sub-Committee meeting held on Thursday 10 October which were circulated with the Agenda, stating that while there were no significant items to report on from the draft minutes, he wished to highlight the Audit & Risk Sub-Committee Annual Report for Governors' information.

Governors noted the Audit & Risk Sub-Committee Annual Report.

Governors complimented both the Audit & Risk Sub-Committee and the Finance Sub-Committee for their work on producing the Annual Reports and for tremendous amount of work that goes through these Sub-Committees.

13. Use of the Institute Seal

The President stated that the Institute Seal was used on the Conferring Parchments for our Joint Awards with UCC.

Governors NOTED the usage of the Institute Seal on 17 October.

The meeting concluded at 6.15pm.

The Chairman thanked Governors for their attendance at today's meeting. The next ordinary meeting of the Governing Body will take place on Thursday 5 December 2019 commencing at the earlier time of 2.00pm in the Council Room, 2nd Floor, Administration Building.

Signed: ________________________________ Date: ______________________________

ADDENDUM 1

Requests from Governing Body at their meeting on 7 November 2019

No.	Minute Page No.	Request	Actioned by	Date Actioned
1.	4	The Registrar to write to the Deputy President of UCC to thank him for his participation in the conferring ceremony on 1 November and to express the positive views of CIT Governing Body in relation to our joint awards.	The Registrar	
2.	8	Dr Flynn to present an update in relation to the EDI Sub-Committee at the next Governing Body meeting on 5 December.	VP for External Affairs	
3.	9	The Registrar to refer comments to the FE Coordinator re: potential joint initiatives with the CETB re: student mental health and wellbeing.	The Registrar	
4.	9	The Registrar to share CIT's CAO 2019 update with IT Tralee and to request details on their final numbers for 2019.	The Registrar	
5.		The President to give an update in relation to the Executive submitting plans on the proposed activity to include the investment/re-organisation that will be required for each of the areas listed in the Deloitte Executive summary.	The President	Ongoing
6.		The President to revert with the draft ToR for the joint meetings of the respective MTU Sub-Committees.	The President	Agenda item 4.3
7.		The President to discuss with the Head of Faculty of Business & Humanities and the Executive the opportunities in terms of getting these and other newsworthy items into the public domain.	The President	Ongoing
8.		Marketing to remain as a standing item on the Addendum.	The President	Ongoing