MINUTES

Board/Committee	:	Governing Authority
Meeting	:	Meeting M25-10
Venue	:	Boardroom, GLISB
Date	:	25 November 2025
Attendance:		Donal Donovan; Catherine Duffy; Síofra Foley; Conor Houlihan; Ann Marie Kennedy (MST); Shane Kilcommins; Brigid Laffan (Chair) (MST); Ann Ledwith; Edmond Magner; Aibhlín McCrann; Mahdi Nohtani; Anne O'Connor (MST); Sinéad O'Flanagan (MST); Orlagh O'Regan; Paul Stapleton; Bob Strunz
Apologies	:	June Arnold; Kevin Fleming
In Attendance	:	John Field; Grainne Frain; Ciara Hogan; John Kelly; Pat O'Neill.

1. OPENING AND GOVERNANCE MATTERS

1.1 CONFLICTS OF INTEREST

1.1.1 NOTED The Corporate Secretary requested members to declare if they had a conflict of interest arising in relation to any matters on the agenda. None were declared.

1.2 CONDOLENCES

1.2.1 AGREED That the condolences of the Governing Authority be conveyed to:

- The family of Professor Mark Davies who made a substantial academic and entrepreneurial contribution to UL including founding the Stokes Institute and Stokes Bio, one of Ireland's most successful spinouts. He supervised over 30 PhD students and mentored many postdoctoral fellows, shaping future leaders in academia and industry and his passing is a great loss.
- Associate Professor Niamh Lafferty, School of Education on the recent death of her husband Paul.
- The family of Sister Stanislaus Kennedy. Sr Stan was a recipient of an honorary doctorate from UL in 2022 and has made enormous contributions to society.

1.3 WELCOME

1.3.1 NOTED The Chancellor extended a warm welcome to Mr Conor Houlihan on the occasion of his first meeting and also welcomed Mr Paul Stapleton, who had joined the previous meeting online. Both members introduced themselves and shared their background, connections to UL and motivations for joining. Members look forward to working with them both and benefiting from their experience in the time ahead.

1.4 VACANCY ON GOVERNING AUTHORITY

1.4.1 NOTED The Chancellor informed members that the election for an internal member from the research constituency is scheduled to take place on 14 January, with the successful candidate to be approved at and then join the 30 January meeting.

1.5 [redacted]

[redacted]

1.6 CONGRATULATIONS

1.6.1 NOTED The Chancellor congratulated Dr Aibhlín McCrann on her recent honorary doctorate for Distinction in the Arts from the NUI.

1.7 MINUTES & ACTION ITEMS

1.7.1 AGREED Minutes of M25-9 30 October 2025 with several amendments proposed by Professor Ann Ledwith.

1.7.2 NOTED Dr Bob Strunz wished it noted on the minutes that he had requested the preparation of an impact report, comprising a quantitative analysis of the consequences arising from the recent scheduling failure.

1.7.3 NOTED Proposed "redline" redactions of minutes of M25-9 30 October 2025 for publishing on the University website, as previously circulated.

1.7.4 NOTED Document entitled "Sixth Governing Authority Action Items to 25 November 2025 Meeting", previously circulated.

2. ACTING PRESIDENT'S REPORT

2.1 NOTED Document entitled "Acting President's Report to GA, 30 October 2025. The Acting President provided a briefing which included the following:

- **Climate Action Roadmap:** Progress towards the EU's 2030 targets, including a 51% reduction in greenhouse gases and a 50% increase in energy efficiency, with ongoing projects such as heat pump installations, lighting upgrades, and smarter travel initiatives. The University will paying particular attention to prioritisation of climate and decarbonisation in the year ahead.
- **Health Research Institute Milestones:** The Health Research Institute celebrated its 10th anniversary, focusing on ageing, cancer, physical activity for health, and food, diet, and nutrition, with 75 competitive grants totalling €12.3 million and increased research citations over recent years.
- **Graduate Outcomes and Employability:** 95% employment or further study rate within eight months with 67% remaining in the Mid-West and South-West, highlighting UL's role as a regional anchor for industry and quality of life.
- **Intercultural Awareness and EDI Initiatives:** UL hosted 269 intercultural events, implemented a buddy programme for 948 students, and expanded workshops and orientation activities to enhance intercultural awareness and student support.
- **Sustainability and Research Rankings:** UL improved its QS sustainability ranking to 194th globally and 6th in Ireland, with enhanced scores in social and environmental impact.
- **Annual Research Performance Report 2024:** Reported €50.4 million in research contract awards. Large area of focus for GA is ongoing research intensification

with consideration from a devolved KPI perspective, Change Maker Programmes and recruitment initiatives and Resolution on Research.

- **Internationalisation:** Eramus+ project success, collaboration in Indonesia, Henan Polytechnic University, UL Engage, cultural events, Ethnic Diversity Forum and sectoral anti-racism training.
- **Communications and Crisis Management:** The Marketing & Comms Division, won the Gold Global AMEC Award for crisis communications, and the University is preparing for the upcoming EU Presidency Informal Ministerial meeting.

2.2 NOTED Discussion regarding the potential to harness all facilities and expertise across campus to support environmental improvement through a coherent structure addressing all related issues. It was noted that this approach would demonstrate how change is practiced and enhance UL's teaching and research on environmental matters. Sustainability will be a major priority in the forthcoming Strategic Plan.

2.3 NOTED UL's weakest performance in the QS World University Rankings was in the *Impact of Education* lens.

2.4 AGREED Further detail on the breakdown of scoring in this area, including clarification of the specific factors assessed and how UL's results were determined will be provided to members.

2.5 AGREED The Health Research Institute be consulted, as UL invests in undergraduate medicine, to outline their strategic direction for research and the future of the HRI. This discussion will take place once the timing of forthcoming investments is clearer, to ensure alignment with strategy.

2.6 NOTED Members commended the Report and requested that their appreciation be fed back to the team in the President's Office.

3. STUDENT RELATED REPORTS

3.1 Student Life Report

3.1.1 NOTED Document entitled the "Report of UL Student Life for the Governing Authority," authored by Ms Síofra Foley and Ms Orlagh O'Regan, 17 November 2025. Key updates included EMERGE student ambassador training; PVA Awards; Student Forum with higher levels of engagement than previously including in student council selections; new Student Centre art pieces and illustrations and tours; Events & Engagement; Health Initiatives; Advice and Advocacy include top issues; Diversity and Inclusion; and Clubs & Societies. Concerns raised included homophobic abuse and attacks in the city, financial challenges for nursing and graduate entry medicine students, and seeking further support for students on mandatory placements.

3.1.2 NOTED [redacted]

The Interim General Manager had identified a fourth candidate to fill an existing board vacancy, with approval anticipated at the December board meeting. Cost-saving measures are being actively pursued for the 2025/26 budget. These include collaboration with UL's ITD and CommNet to reduce IT expenses by decommissioning unnecessary access points in the new Student Centre. The Interim General Manager

attended the most recent FSPC to provide clarifications. A memo outlining the Student Life's financial position and planned actions is being finalised for submission to UL Finance.

3.2 Postgraduate Students' Union Report

3.2.1 NOTED Document entitled "Report from UL Postgraduate Students' Union to Governing Authority, 17 November 2025 – authored and presented by Mahadi Nohtani, President, ULPSU". The PSU President summarised key activities including Social and Culture Engagement: Turkish Republic Day to foster inclusivity and celebrate diversity, Salsa Dance Classes, Movie Nights Series, Halloween Night, Painting Competition: Academic and Representation: PG Open Day by GPS, Loan Scheme for GEMS student and correspondence with Minister, DFHERIS regarding financial support for GEMS students, and PhD Progression Support.

4. COMMITTEE REPORTS

4.1 Audit & Risk Committee (ARC)

4.1.1 NOTED Document entitled "Audit & Risk Committee, Chair's Report to the Governing Authority, 25 November 2025".

4.1.2 NOTED The Chair, on behalf of the Committee, briefed the GA on the following:

- Section 66 Renewal Plan Update.
- UL Student Life Review.
- Secondment Policy and Sabbatical & Special Research Leave Reviews.
- FRR – Governance Risk Review.
- Data Protection Commissioner Report.
- Space Utilisation.
- ATOM Project Update.
- Timetabling/Scheduling Update.
- Risk Management Update and Risk Incident Report.
- URMG Sectoral Strategic Risk Profiles.
- Internal Audit Review Group Report.
- ARC Self-Assessment Report.
- Revenue Interventions.

4.2 Finance, Strategy and Performance Committee Report

4.2.1 NOTED Document entitled "Finance, Strategy and Performance Committee, Chair's Report to the Governing Authority, 25 November 2025".

4.2.2 NOTED The Chair, on behalf of the Committee, briefed the GA on the following:

- Chair's Update / Membership.
- Intellectual Property Policy.
- Strategic Planning Process Report.
- Terms of Reference.
- Student Life.
- Subsidiaries.
- Arts and Culture Strategy.

- UMHL Compliance Note and December meeting.
- Treasury Policy Update.
- Update on Financial Performance.
- Self-Evaluation Assessment.
- Work Plan 2025/26 – recommendation for approval.

4.2.3 AGREED To approve the FSPC Work Plan 2025/26.

4.3 People and Culture Committee Report

4.3.1 NOTED Document entitled "People & Culture Committee, Chair's Report to the Governing Authority, 25 November 2025".

4.3.2 NOTED The Chair, on behalf of the Committee, briefed the GA on the following:

- UNITE.
- Arts and Culture Strategy 2026-2030.
- HR Update.
- HR Metrics.
- Talent Management and Workforce Planning.
- Policy Overview.
- Work Plan 2025-2026.
- Annual Self-Assessment Review.
- Culture Transformation.

4.4 Student Experience, Access & Equality Committee Report

4.4.1 NOTED Document entitled "Student Experience, Access & Equality & Culture Committee, Chair's Report to the Governing Authority, 25 November 2025".

4.4.2 NOTED Professor Edmond Magner, on behalf of the Committee, briefed the GA on the following:

- Buildings & Estates.
- Student Experience: Food and Nutrition.
- Work Plan 2025-2026.
- Grading Reform and Repeat Fees.
- Annual SEAEC Self-Assessment Review.

4.5 ACADEMIC COUNCIL REPORT

4.5.1 NOTED Document entitled "Academic Council Report to Governing Authority". and "University of Limerick Linked Provider Framework".

4.5.2 NOTED The Interim PDP briefed the GA on the following:

- Ratification of Examination Board Results.
- Internal Audit Review: IA 2025 Special Review of Awards.
- Student Engagement Forum Terms of Reference.
- Academic Programme Review Committee.
- External Examiner Nominations.
- Annual Research Performance Report.

- Academic Operating Model Transformation Project (ATOM) & Award Weighting Analysis.
- Emerge Alliance.
- Principles for Executive Committee regarding Protected Disclosures.
- Quality Review Report.
- Ireland joining CERN as Associate Members State.

5. STRATEGIC MATTERS

5.1 UNITE TRADE UNION

5.1.1 NOTED Survey document entitled "UL Unite: 2025 Survey of Our Members' Perspectives on University of Limerick's Organisational Culture". The Chancellor welcomed Ms Catherine Fitzgerald, Chair, UNITE, Professor Fergal O'Brien, Convenor, UNITE and Mr Bobby O'Connor, Director, Human Resources.

5.1.2 NOTED Professor O'Brien and Ms Fitzgerald discussed the results of the UNITE survey, their concerns about organisational culture, the handling of a particular staff matter, and the need for a sustained programme of cultural transformation. They summarised the survey results indicating low organisational identification, morale issues, perceptions of inadequate organisational support, and concerns about bullying and accountability, noting that while some improvements are recognised, significant challenges remain.

5.1.3 NOTED UNITE representatives acknowledged improvements in HR engagement and policy development, but emphasised persistent issues such as hierarchical structures, power imbalances, concerns about weaponisation of process, and the need for authentic communication and everyday behavioural change.

5.1.4 NOTED The Chancellor and Director, HR reiterated the Governing Authority's and University's commitment to cultural change, referencing ongoing initiatives such as the People and Culture Committee's work, the Dignity and Respect Campaign including mandatory training, and improved HR-Union collaboration.

5.1.5 NOTED Responding to concerns regarding the suitability of Statute 4 for disciplinary, conduct and capability matters, the Director, HR updated the meeting on the development of a new disciplinary policy recognising the necessity for processes that distinguish between minor and serious infractions, allowing the latter to be dealt with expeditiously and proportionately, while having a framework for the latter that both affords fair procedures and is not unduly cumbersome.

5.1.6 AGREED At the request of members that the Director HR will prepare an anonymised internal report on the case that UNITE referred to. The paper will include timelines, actions taken, and where appropriate a reflective section on lessons learnt and policy implications, ensuring that private consideration are appropriately respected.

5.1 S.66 UPDATE

5.1.1 NOTED Document entitled "Renewal Programme Update – November 2025". Mr David Mangan, RPMO, joined the meeting and provided an update on S.66, highlighting the following key points:

- **Report 3** to the HEA is prepared for submission to the ARC meeting on 28 November. The subsequent approval pathway was outlined including presentation to the GA on 16 December and onward submission to the HEA, subject to approval. The report comprises the RPMO update, appendices on completed and superseded recommendations, a supplementary validator report from Deloitte, and a new SOP for handover and embedding of recommendations. It also includes an update on the tracker gap analysis, field completion exercise, context and rationale for superseded recommendations, and progress on overdue and partially completed recommendations. Deloitte will attend the ARC meeting.
- Of 154 recommendations, 55 are complete and closed, with 99 remaining open. Of these, 80 are in progress and 19 not yet started. The tracker now records 319 actions: 52 completed and validated, 70 completed pending validation, 104 in progress, and 70 not started.
- A working group collaboration model has worked well for protected disclosures, cultural implementation, and is now under consideration for conflicts of interest. This model involves multidisciplinary teams drafting procedures, revising policies, and where practicable, meeting the requirements of multiple recommendations concurrently.
- Strong engagement has been demonstrated by recommendation owners and their teams in advancing actions. A communications plan is being developed with Marketing & Communications for rollout of completed recommendations across the campus in the new year.
- Risks over the next six months were outlined, with 28 recommendations due by end of December and a further 20 by the end of Q1 2026. Responsibility rests with the RPMO Office and recommendation owners to ensure timely completion, consistency in addressing overdue items, adherence to target dates, and maintenance of a collaborative approach.
- The relationship with the HEA and Deloitte remains critical, with ongoing trust-building and validation activities.
- Emphasis was placed on the importance of effective handover and embedding of recommendations upon completion.

5.1.2 NOTED Discussion which focused on the need not only to complete recommendations on the tracker but also to ensure their effective implementation and monitoring for unintended consequences. Embedding completed actions into business-as-usual processes includes referencing relevant risks in the risk register, with governance and culture identified as fundamental risks.

5.1.3 NOTED The enduring benefit of the programme to the University and how improvement should be measured over a five-year horizon. While progress has been observed, challenges remain in cascading updates across the campus. The protected disclosures working group was noted as a positive model for developing procedures and strengthening communication, with a need for more targeted messaging to staff and students. Longevity was highlighted as essential, with recommendations to be embedded as standard practice rather than viewed solely as responses to external

reports. The substantial effort invested should deliver lasting value to the University, reinforced through continuous feedback loops.

5.1.4 NOTED Members expressed appreciation to Mr Mangan and his team for his comprehensive report and extended thanks to the recommendation owners for their continued commitment and efforts.

5.3 REGISTRY INCLUDING STUDENT RECORDS AND TIMETABLING/SCHEDULING

5.3.1 NOTED Document entitled "ATOM Scoping Phase – Progress Update". The Interim PDP briefed members on the following:

- **Timetabling:** Short term actions to improve timetabling include a new communication plan circulated to Heads of Department and scheduling coordinators, with agreement that all scheduling queries will now be routed through coordinators to improve clarity. Faculty-specific meetings have already taken place to address ongoing issues, and training for coordinators is scheduled for next year. In December, a provisional timetable will be produced to identify and resolve key issues, with Heads of Department and coordinators asked to highlight their priority concerns. To strengthen the scheduling and exams team, additional staff have been recruited, including one experienced appointment, ensuring better resourcing and preventing the scheduling issues experienced last semester.
- **Space Utilisation Analysis:** A report from Buildings and Estates confirmed that the UL is the second highest in Ireland for teaching space utilisation. While the utilisation target is set at 35% based on room occupancy, this measure can be misleading, as smaller class sizes in larger rooms reduce occupancy percentages. Importantly, the analysis highlighted that large lecture theatres with capacity for 100 or more students are already at full utilisation, indicating a shortage of space for bigger classes. Although there is no immediate solution, this issue has been flagged for long-term planning.
- **ATOM:** The project roadmap has been finalised and will be presented to Academic Council next week, including an overview of key decisions and directions, as well as governance proposals. Benchmarking has been completed with other universities, including the University of York and the University of Sunderland, providing valuable insights into progression systems, student records, and academic models. Dr Arlene McCurtin from School of Allied Health (Speech & Language Therapy) has been appointed as academic lead, bringing strong experience in progression management. Work on the resourcing plan is ongoing, with team requirements identified and recruitment underway. Presentations have been made to two of the four management groups, with the remaining two scheduled this week. Changes such as the removal of the D2 grade to standardise pass marks have been communicated to faculty boards, forming part of a wider communications plan. The detailed roadmap will seek Academic Council approval for the overall direction, with some areas clearly defined (e.g., all undergraduate programmes to have 240 credits) and others requiring further consultation, such as module sharing practices. Continuous improvement initiatives include streamlining exam board and grading processes, with registry developing a Power BI application to enhance oversight of graduation decisions.

6. STANDING ITEMS

6.1 PEOPLE & CULTURE

6.1.1 NOTED The Director, HR informed members that the Culture Charter is close to publication. Consultation with managers continues to identify the toolkits and supports required to embed cultural change, while a framework is being developed to integrate recommendations from the Mazars Report into daily operations. The University is also reviewing grievance procedures and Statute 4, with the intention of introducing a more effective disciplinary policy that distinguishes between minor and major issues. In addition, plans are underway for an institutional benchmarking exercise and a University-wide pulse survey at the end of next year to measure progress in cultural transformation.

6.1.2 NOTED Reports have consistently highlighted concerns regarding dignity and respect issues within the organisation, underscoring the scale of the cultural change challenge. A proposal was made to establish an Ombudsman role to support informal resolution of issues prior to escalation.

6.1.3 AGREED Statute 4 / the disciplinary procedure must be advanced as a matter of urgency. Both will be submitted first to the P&CC and subsequently to the Governing Authority for consideration and approval.

6.2 FINANCE

6.2.1 NOTED Update from the CFPO which included the following:

- PwC is on site finalising year-end figures, with a draft consolidated surplus of approximately €8 million, subject to audit. Updates will be provided to the FSPC in January and to GA
- There is no current indication regarding a supplementary grant for pay awards, with updates expected in December. This uncertainty affects financial planning for the University.
- A detailed budget plan from Student Life is under review by Finance and will go for information to the EC and FSPC. The plan will be considered by the SL Board in December. [redacted]
- [redacted] The PDP will also attend Student Life board meetings on financial matters, as previously recommended.
- A €300,000 capitation advance was made to Student Life in addition to a €400,000 grant. The current proposal is to treat the advance as a loan to balance cash flow, with a final decision pending EC and FSPC review in January.
- [redacted]

6.3 RISK

6.3.1 NOTED The Corporate Secretary reported that a review of the Fundamental Risk Register (FRR) is currently in progress, with a draft under consideration by both the EC and ARC. The review incorporates a new scheduling-related risk, as recommended by the GA and ARC, and the Risk Management Officer is consulting with the PDP on this matter. The ARC will examine the FRR at its forthcoming meeting and provide a report to the GA at the December session. It was further noted that, in line with the Annual Governance Statement, the FRR must be reviewed on a biannual basis.

7. FOR DISCUSSION

7.1 Strategic Planning Process

7.1.1 NOTED Document entitled "Strategic Development Plan – Clarifying Roles in Strategy Development – GA, FSPC & EC Working Together Effectively". The Corporate Secretary outlined the upcoming strategic planning process including the legislative basis for strategic planning under Section 34, assigning GA the responsibility to set aims and requiring the Chief Officer to prepare a plan. The FSPC provides oversight on process, ensures compliance with statutory requirements, and reviews alignment of resources and performance monitoring.

7.1.2 NOTED Discussion including the following:

- Aim is to create a shared understanding that supports collaboration from the outset, agree on governance boundaries while enabling constructive engagement, and set a positive tone for working together on the Strategic Plan.
- The FSPC acting as a sounding board, offering input on process and methodology but not approving or deciding strategy.
- EC under the leadership of the President is responsible for preparing the plan based on GA's framing, with the FSPC contributing suggestions and monitoring compliance with KPIs.
- FSPC should not be requested to endorse individual strategies or budget proposals but focus on the overall framework of the strategy and compliance assurance.
- External input early in the process is important and, based on members' experience, can be highly effective and valuable.
- Inclusivity and collaboration across all University stakeholders are essential. The strategy process should meaningfully involve as many people, forums, and committees as possible, serving as an opportunity to address cultural challenges, ensure buy-in, foster collaborative engagement, and align the University community around shared goals for the next five-year plan.
- Members suggested reviewing the effectiveness of previous strategic plans to identify what worked and what did not, ensuring the new plan builds on past experience rather than starting from a blank slate.
- The Chancellor proposed a high-level framing exercise involving the Governing Authority, Executive Committee, and a small group of individuals with significant global experience, such as in geopolitics, artificial intelligence, international higher education/research and industry, to help identify priorities, emerging trends, and labour market needs. The aim is to stretch ambition and ensure a collective

decision-making process, followed by consultation, detailed planning, and external challenge before final approval.

- The strategy must be developed in a cooperative, collaborative, and partnered manner, otherwise, it risks becoming just another document rather than a meaningful framework for action.
- The process should be efficient, outward-facing, and incorporate valuable external input. It should be recognised as beneficial not only for the final plan but also for the engagement it fosters, serving as a vehicle to listen to stakeholders so they see the plan as their own.
- Ambition should not be limited, the University must remain outward-facing and bring the community along in the process.

7.1.3 AGREED A macro framing exercise will be organised in 2026 involving the GA, EC and FSPC with participation from external experts. The session will run for at least a half day and focus on identifying priorities, trends in higher education, AI, and labour market needs. The Director of Strategic Planning will present preplanning work, already reviewed by FSPC, to provide a solid foundation. External members of FSPC may also be invited.

8. FOR APPROVAL

8.1 Approach to HEA re Design Team for Student Accommodation

8.1.1 NOTED The Acting President briefed members on the ongoing accommodation pressures faced by students in Limerick and the need for the University to plan for future requirements. The Executive seeks GA approval to engage in dialogue with the HEA at the next progress report regarding the potential appointment of design teams for student accommodation and works in the main building. The Executive will also ask what further validation would be required to secure HEA approval, pursuing a phased engagement strategy to maximise the likelihood of approval.

8.1.2 AGREED Members agreed to support the Executive in first introducing the proposal to the HEA during the next progress report meeting, to gauge their openness before submitting a formal request to appoint design teams for student accommodation and main building projects.

8.1.3 NOTED Student representatives intend to write separately to the HEA and to local TDs to advocate for student accommodation to advance the issue. This is a matter for the respective unions, and the Governing Authority has no difficulty with students advocating which is part of their role.

8.2 APPOINTMENTS

8.2.1 Academic Staff Retention

8.2.1.1 AGREED In accordance with Section 25(1) of the Universities Act, 1997 to appoint [redacted] as [redacted].

8.2.2 Academic Staff Appointments

8.2.2.1AGREED In accordance with Section 25(1) of the Universities Act, 1997 to appoint:

- Associate Professor John Murnane as Assistant Dean – International [S&E].
- [redacted] as [redacted]
- [redacted] as [redacted].
- [redacted] as [redacted].
- [redacted] as [redacted]
- [redacted] as [redacted].

8.2.3 Support Staff Appointments

8.2.3.1AGREED In accordance with Section 25(1) of the Universities Act, 1997 to appoint:

- [redacted] as Regional Placement Facilitator in Occupational Therapy.
- [redacted] as Senior Technical Officer.
- [redacted] as Project Manager.
- [redacted] as Senior Talent Development Specialist.
- [redacted] as Executive Administrator.
- [redacted] as Library AV & Media Support Officer.
- [redacted] as Technical Officer.
- [redacted] as Senior Administrator.
- [redacted] as Senior Administrator.
- [redacted] as Senior Administrator.

8.2.4 NOTED Memorandum from the Director, HR entitled “Notification of appointments”, dated 25 November 2025, which set out the appointments approved by the Governing Authority online since the last meeting on 30 October 2025.

8.2.5 NOTED Salary offer confirmations for October 2025.

8.2.6 NOTED Research funded contract appointments for November 2025.

8.3 GOVERNANCE HANDBOOK & STANDING ORDERS

8.3.1 NOTED Document entitled “Proposed Addition to Governance Handbook & Standing Orders”. The Corporate Secretary briefed the meeting on the proposed addition of two additional sections into the Handbook and two sections into the Standing Orders. These are designed to give explicit effect to:

- **Recommendation 34:** Adoption of practice of Report Sponsors where the relevant EC members and/or member of management owner present their reports to the GA, rather than the Committee Chair.
- **Recommendation 88:** Requirement that GA be informed if something comes to light which significantly / materially alters the nature of information presented to it and upon which it has made strategic decisions. This is particularly important if there is still an opportunity to revisit the decision made by the GA.

8.3.2 AGREED To approve the insertion of the sections into the Governance Handbook and Standing Orders previously adopted at its meeting of 30 October 2025 with one minor amendment.

8.3.3 NOTED Suggested that there be a review and consideration regarding the voting procedure for the selection of the Chancellor, specifically that the process be conducted by secret ballot.

9. FOR NOTING

9.1 NOTED The following documents:

- DPC Response 11 November 2025
- Resolution GA-2025-03 Advanced Research Intensity
- Resolution GA-2025-04 Governance, Culture and Accountability
- Guidance on Governing Authority Preparation
- University of Limerick Governing Authority Regulations & Process
- Governance Handbook and Standing Orders.