MINUTES

Board/Committee	:	Governing Authority
Meeting	:	Meeting M25-9
Venue	:	Boardroom, GLISB
Date	:	30 October 2025
Attendance:		Donal Donovan; Catherine Duffy; Kevin Fleming; Síofra Foley; Ann Marie Kennedy; Shane Kilcommins; Brigid Laffan (Chair); Ann Ledwith; Edmond Magner; Aibhlín McCrann (MST); Mahdi Nohtani (MST); Anne O'Connor; Sinéad O'Flanagan (MST); Paul Stapleton (MST); Bob Strunz
Apologies	:	June Arnold; Conor Houlihan; Orlagh O'Regan
In Attendance	:	John Field; Grainne Frain; Ciara Hogan; John Kelly; Pat O'Neill.

1. OPENING AND GOVERNANCE MATTERS

1.1 MEETING WITHOUT EXECUTIVE COMMITTEE MEMBERS

1.1.1 NOTED The Governing Authority (GA) met without members of the Executive or the Secretariat present, as required under the Code of Practice for the Governance of State Bodies.

1.2 PRESIDENTIAL RECRUITMENT PROCESS

1.2.1 NOTED Document entitled "University of Limerick – Appointment of President, 2025 Candidate Prospectus". During the session without the Executive Committee members or the Secretariat, the Chancellor provided an update to members on the work of the Presidential Search Committee, including the media circulation of the recruitment advertisement. This is noted in the minutes at the Chancellor's request.

1.3 CONFLICTS OF INTEREST

1.3.1 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.

1.4 CONDOLENCES

1.4.1 NOTED The Governing Authority expressed their condolences to Mr Pat O'Neill on the recent death of his mother.

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

- The family of Mr Mark Dixon, former Course Director, Paramedic Studies, School of Medicine.
- The family of Professor Emeritus Tony Cahill, founding head of Management Systems, now the Department of Computer Science & Information Systems.

1.5 WELCOME

1.5.1 NOTED The Chancellor extended a welcomed to Mr Paul Stapleton on the occasion of his first meeting. Mr Stapleton and Mr Conor Houlihan, both recently appointed by the Minister, DFHERIS are recognised for their distinguished professional achievements in the fields of law and finance, respectively.

1.6 RESIGNATION

1.6.1 NOTED The Chancellor informed members that Dr Mark Southern had tendered his resignation from the GA on 29 October 2025. In his communication to the Chancellor Dr Southern referred to his work commitments. In line with paragraph 2(2) of the Third Schedule to the Universities Act, the resignation became effective upon its receipt, resulting in a casual vacancy.

1.6.2 AGREED The vacancy will be filled in accordance with the GA Regulations and Process. The Corporate Secretary will initiate the necessary arrangements to conduct an election within the relevant constituency.

1.7 MINUTES & ACTION ITEMS

1.7.1 AGREED Minutes of M25-8 30 September 2025 with several amendments proposed by Professor Ann Ledwith, Dr Bob Strunz and Mr Pat O'Neill.

1.7.2 NOTED Proposed redline redactions of minutes of M25-8 30 September 2025 for publishing on the University website, as previously circulated.

1.7.3 NOTED Document entitled "Sixth Governing Authority Action Items to 30 October 2025 Meeting", previously circulated.

2. ACTING PRESIDENT'S REPORT

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

- Recent Town Hall where the Chancellor, Acting President and Interim PDP shared an update on the Maher Report and timetabling issue.
- HEA visits in October regarding UL Renewal Plan Update and Strategic Dialogue Performance Agreement - UL Self Evaluation Report 2025 with 36 KPIs. The HEA expressed satisfaction with the University's performance, despite not yet reaching all thresholds.
- Meetings of the UL Culture Implementation Oversight Group focusing on living and monitoring a target culture.
- UL remains in the 501-600 band in the Times Higher Education (THE) University Rankings 2026, with an estimated rank of 533 up from 568 last year. Our overall score rose from 44.1 to 45.5, with improvements in Teaching, Research Environment, Research Quality, and Industry, while International Outlook declined. Teaching saw gains due to more doctoral graduates. All metrics improved except Research Strength, which slightly dropped.
- UL is the first and only Irish university to mandate cardiac screening for sports scholars. Over 90 students recently participated in screenings held at the UL

Arena, sponsored by local company CommNet in tribute to UL student Kevin Hayes, who tragically died from SADS in 2017.

- A DPC statutory inquiry initiated in July 2019 has progressed with the issuance of a recent draft decision. UL has until early November to submit final responses regarding proposed corrective measures.
- Timetabling remains a standing item on the agenda. A risk review has been completed, with mitigation actions underway. The ATOM Project is addressing timetable complexity, with academic consultation guiding its final phase.
- EMERGE Alliance with nine partner institutions progress update.
- Establishment of in-country recruitment representatives in the US, Africa, Middle East, Asia and China to strengthen global profile and increase non-EU enrolments;
- Update on Limerick International College at Henan Polytechnic University.
- SSPC Impact Report with over €1.3b in economic impact since 2008.
- Strategic Research Recruitment application update for the Strategic Mode.
- Sample of 'live' projects per the UL Enable IT Strategy.

2.2 NOTED Members welcomed the revised report, which showed clear progress in content and delivered a strong comparative analysis of THE rankings, effectively highlighting both achievements and areas for improvement. The detailed insights were appreciated however, it was acknowledged that UL is not yet where it should be, and our current standing requires attention. The report will continue to be refined. The Annual Research Performance Report was also well received, providing valuable background information to inform ongoing discussions.

3. STUDENT RELATED REPORTS

3.1 Student Life Report

3.1.1 NOTED Briefing by the President, [redacted]

3.1.2 NOTED Document entitled the "Report of UL Student Life for the Governing Authority," authored by Ms Síofra Foley and Ms Orlagh O'Regan, 17 October 2025. Key updates included the move to new Student Centre; Health Initiatives and Events including sports scholars, heart screening, Gender-based Violence Campaign, President Volunteer Awards; Concerns re delays in the appeals process and link in registrations; Diversity and Inclusion; and Clubs & Societies with strong growth in membership and supports and training in place.

3.1.3 NOTED The CFPO briefed members that a [redacted] is expected in approximately two weeks, with the aim of establishing a clear path forward, including recommendations, remedial measures and an implementation plan. It was acknowledged that the coming months will be challenging, and it is important that the GA is aware of the issues. [redacted]

3.1.4 NOTED Members expressed appreciation to Ms Foley for her honesty, transparency, and active engagement with the process, while recognising the significant work ahead.

3.1.5 NOTED [redacted]

3.2 Postgraduate Students' Union Report

3.2.1 NOTED Document entitled "Report from UL Postgraduate Students' Union to Governing Authority, 24 October 2025 – authored and presented by Mahadi Nohtani, President, ULPSU". The PSU President summarised key activities including Diwali Celebration, Class Rep Elections, Hackathon with ACI; Academic Representation and Engagement including PhD Funding Issues arising from recent changes by Research Ireland on eligibility criteria; Mental Health and Wellbeing event; and a Finance Workshop. Meetings are underway with both the VPRI and Doctoral College regarding concerns on PhD funding changes.

3.2.2 NOTED In response to a query regarding an intercultural engagement competence framework to guide interactions among students, faculty and staff, the Acting President will consult with EDI and include an update and a calendar of cultural events in his next report. It was suggested that promoting appropriate cultural behaviour and awareness could be discussed with Mazars.

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, 30 October 2025".

4.1.2 NOTED The Chair, on behalf of the Committee, briefed the GA on the following:
- External Audit Plan for Financial Year 30 September 2025.
- Risk Register – Timetabling / Scheduling Issue - update from RMO that this is now at the highest risk level on the Fundamental Risk Register.

4.2 Campus Development Committee (CDC)

4.2.1 NOTED Document entitled "Campus Development Committee, Chair's Report to the Governing Authority, 30 October 2025".

4.2.2 NOTED The Chair, on behalf of the Committee, briefed the GA on the following:
- Rhebogue Update.
- Framework for Physical Development – review process.
- Traffic Management – Planning Permission – approved by CDC.
- Sustainability.
- Campus Development Committee Workplan – recommendation for approval.
- Capital Plan and Project Updates.
- Terms of Reference.

4.2.3 AGREED To approve the Campus Development Committee Workplan.

5. STRATEGIC MATTERS

5.1 PRESIDENTIAL RECRUITMENT PROCESS

5.1.1 NOTED This agenda item was address by the Chancellor at the start of the meeting.

5.2 S.66 UPDATE

5.2.1 NOTED Mr David Mangan, RPMO, joined the meeting and provided an update on S.66 including the following key points:

- **Programme Status Update**: Of 154 recommendations, 37 are complete, 73 in progress, 19 not started, and 25 superseded. The tracker now includes 319 actions with 118 completed, 106 in progress, and 72 not started and 23 superseded. Preparations are underway for Report 3, with recommendation packs being submitted to Internal Audit and a draft report scheduled for review by Deloitte.
- **HEA Engagement and Feedback:** The team engaged with the HEA, offering updated context and a restructured framework for recommendations. Mr Mangan provided updated contextual information, reorganised recommendations by pillar and sub-pillar, and recommendation owners presented collaboratively their implementation progress. The HEA sought assurance regarding the trajectory of the plan and evidence of cultural change.
- **Validation and Oversight Process** Completed recommendations are packaged for validation by Internal Audit and Deloitte and then progress to the ARC. The HEA mandated external validation, with the validation process formally defined and approved by Deloitte.
- **Challenges and Risk Management:** Key risks identified include the complexity of implementing long-term cultural recommendations and the potential for overdue actions. The RPMO continues to work closely with recommendation owners to manage timelines, identify and address roadblocks, and revise completion dates where necessary. Deloitte maintains oversight of overdue items.
- **Future Milestones and Release from Oversight:** Key milestone for completing recommendations are set for December 2025, March 2026, and December 2026. It is anticipated HEA oversight will ease as confidence in progress builds, with a potential return to standard reporting by late 2026 or early 2027.

5.2.2 NOTED Discussion including:

- Oversight and responsibility for all the recommendations remains with the Governing Authority.
- Challenges surrounding longer-term recommendations relating to culture with recommendation owners providing realistic estimates for completion timelines.
- Growing momentum and structure in the reporting process and increasing traction with the recommendation owners.
- Importance of transparency around progress including flagging any potential delays.
- S.64 recommendations viewed as an opportunity to reset around governance and culture.
- Additional responsibility rests with key owners - Acting President, Acting Chief Commercial Officer, Chief Financial & Peformance Officer, Corporate Secretary and Director HR.

- Although the capital pause remains, the HEA may consider individual initiatives on a case-by-case basis.

5.2.3 NOTED Members expressed appreciation to Mr Mangan for his comprehensive detailed presentation and extended their thanks to his team and the recommendation owners for all their continued efforts.

5.3 SELF-ASSESSMENT RESULTS

5.3.1 NOTED Documents entitled "Governing Authority Annual Review of Effectiveness FY24/25" with two appendices. In line with the Code of Practice for the Governance of State Bodies, a self-assessment survey was completed with a 100% response rate. The Chancellor set out her observations with regard to agendas, paperwork, strategy, culture and tone-setting, strategic vs operational focus, data/KPIs/scorecard, executive perspectives and S 64.

5.3.2 NOTED Discussion including the following:

- Importance of ensuring that any learnings or actions arising from the survey are captured and integrated into the Governing Authority's action log and/or workplan as appropriate.
- Members discussed strong messaging within the survey that the strategic importance of academic recruitment is not being sufficiently recognised and must be prioritised.
- Strong emphasis placed on achieving a deliberate and effective balance between operational demands and strategic priorities, with a clear commitment to maintaining focus on the University's long-term vision and future direction.
- GA observed a discernible shift toward a more cooperative, collegiate, and cohesive relationship with EC characterised by increased collaboration, mutual respect, and trust supported by bi-annual meetings. The Acting President's leadership was acknowledged as instrumental in fostering this positive development.
- Resolutions are helpful for guiding University priorities, but also require follow-up actions, visible outcomes, and a feedback loop to track progress.
- Members highlighted strong engagement across committees reflecting a strongly engaged and respectful, dynamic, and increasingly collaborative and trusting relationship.
- Positive sentiment expressed by members was noted as significant, especially when compared to the previous year's survey.
- Long agendas were flagged, with support for shorter, sharper formats based on this month's model.
- Members emphasised the need for more concise papers and clear summaries, alongside ongoing engagement with the Executive on content. Papers should strike a balance between strategic focus, tone-setting, and operational detail.
- Members supported scheduling several deep-dive discussions annually during periods with lighter agendas to allow for more strategic exploration.
- The Chancellor's leadership was recognised as pivotal in setting a constructive tone and fostering effective governance.

5.3.3 NOTED Detailed discussion arising from the survey concerning the Strategic Plan including:

- Members expressed the view that the development of the new Strategic Plan must be led by the GA as a collective body, rather than by its sub-committees. Genuine engagement, clear governance, and timely input from GA and the wider University community are essential.
- Strong concern was expressed amongst internal members about a perceived low awareness of the strategic planning process at departmental level.
- Members stressed the importance of distributed leadership and departmental ownership, particularly among middle management, to ensure successful implementation.
- The strategic vision must be shaped by GA from the outset. Members agreed that GA should review and, if necessary, amend the process and timeline to ensure appropriate oversight and engagement.
- The proposed timeline for the Strategic Plan begins with pre-planning in Q4 of the current year. This will be followed by a consultation phase in Q1 of the following year, development and agreement of key performance indicators (KPIs) in Q2, drafting of the plan in Q3, and a formal launch in Q4.
- The process will include benchmarking, financial analysis, ideation, and stakeholder engagement. A portal will be developed to facilitate broader input.
- Members called for external challenge and input from industry, state bodies, and the wider community, alongside internal consultation. Systematic feedback loops, concise papers with recommendations, and regular updates were requested to ensure transparency and accountability.
- The Strategic Plan should reflect long-term trends in higher education and anticipate future student needs (e.g. AI, economic shifts). Members encouraged ambition and creativity in shaping UL's future direction.
- The Plan must include core pillars such as learning and teaching and research, engagement as well as culture, creativity, and enabling systems (e.g. governance, finance, management information).
- The strategy is in early planning stages and will be iterative. The Director, Strategic Planning is coordinating the planning process, including lessons from past strategies and input from key areas. A paper will be brought to EC, FSPC, and GA respectively in December with further discussions scheduled for January 2026.

5.3.4 AGREED Actions arising from the survey to be recorded and tracked as appropriate over the course of the current year.

5.3.5 AGREED A meeting will be scheduled between the Acting President and the Chancellor to discuss the Strategic Plan.

5.3.6 AGREED The findings from the survey and suggested areas for improvement will be followed up and added to the GA Action log.

5.4 REGISTRY INCLUDING STUDENT RECORDS AND TIMETABLING/SCHEDULING

5.4.1 NOTED Document entitled "ATOM Initial Scoping Phase – Governing Authority Update 30th October 2025 - Progress since last update" and "Academic Transformation Operating Model – Benchmarking Report September 2025". The Interim PDP briefed members that the ATOM scoping phase has progressed well with a comprehensive

Scoping Document targeted for discussion at Academic Council (AC) on 3 December. Key activities include benchmarking with Irish and international universities, student focus groups, development of governance frameworks, communications plans, and programme design principles. A draft roadmap and resource plan are in progress. Seven working groups are being established to address early risk reduction initiatives. Over 100 volunteers have expressing interest in joining one or more working groups. A draft scoping document is due end of October for stakeholder review in November.

5.4.2 NOTED Detailed discussion included the following:

- **Grading Reform and Programme Simplification**: UL will implement a standard pass and compensation fail grade across all modules from the next academic year, removing the D2 grade, the first institution-wide grading band standardisation. Broader reforms aim to address discretionary grading bands, align compensation mechanisms with sector norms, and simplify programme structures to address operational risks, particularly in timetabling.
- **Timetabling, Space Management, and System Complexity**: Teaching spaces need to move to a centrally managed approach, controlled by the scheduling team, supported by improved data quality and plans for new timetabling software. An audit of large lecture venues is underway. The current system's layered complexity across timetabling and programme design has created interdependencies with limited flexibility and elevated risk.
- **Strategic Imperatives and Governance**: Migration to the cloud is under discussion but no deadline has been set. Certain reforms, such as standardising credits and programme templates, are non-negotiable. The ATOM governance framework will require oversight from multiple constituencies and will be presented to AC (as owners), ARC, and GA. Key decisions will be made at AC as the project progresses it is expected to accelerate and reduce risk.
- **Staff Engagement and Institutional Accountability**: While support for the project is strong, concerns were raised about low academic staff awareness and the pace of change. ATOM has been presented at all Faculty Boards, and the PDP has met with all Heads of Department (HoD). Deans and Heads are expected to prioritise engagement and demonstrate leadership. Internal GA members are encouraged to influence and communicate with the academic community. Ownership lies with EC and AC, and messaging must stress urgency and collective accountability.
- **Communication and Next Steps**: The project team will continue engagement through Town Halls, Faculty Boards, and management groups and Working Groups. A plan will be brought to AC. While progress has been made, substantial work remains, and the importance of doing it right was strongly emphasised.
- The issue regarding timing of student appeals and repeats process which has led to increased stress for affected students has been taken up by the PDP and is part of the ATOM project.

5.4.3 NOTED The Chancellor thanked all involved for their efforts to date, acknowledging the challenges and affirming that the status quo is no longer sustainable.

5.4.4 AGREED The President will return to EC and Academic Council to reinforce the urgency of the project.

5.4.5 NOTED Document entitled "Confidential University of Limerick Timetabling / Scheduling Issue Prepared by the Risk Management Officer in accordance with the University's Enterprise Risk Management Framework – Risk Incident Review Report – Occurrence dated 21.08.2025".

5.4.6 NOTED The PDP briefed members on the Report noting that an update will be provided to ARC next week. A communications plan has been shared with all HoD's and scheduling coordinators, with direct communication now established across UL. All staff and student queries will be routed through scheduling coordinators. Training is scheduled for February to support data gathering for the next academic year. Challenges remain with the quality and structure of incoming data, particularly around constraints. The scheduling team has been strengthened with the return of a subject matter expert and recruitment is underway for an additional experienced team member. A key decision was made at EC that all teaching spaces will move under the control of the scheduling team unless released to local units. For the next semester, a provisional timetable will be issued in December, followed by individual meetings with departments to address issues. Medium-term actions include policy development, improved data quality training, and programme feasibility reviews aligned with the simplified academic model. Long-term plans involve accelerating the timetable project, replacing outdated software, and addressing space constraints particularly for large modules. Options include online delivery which is not good for the student experience, module restructuring, or new teaching spaces. Low-enrolment modules will be managed locally, and first-year electives are under review. Discussions are ongoing to secure additional access to UCH.

5.4.7 NOTED Ms Aibhlín Ms McCrann, also a member of the UCH Board, expressed concern regarding increased use of UCH as a teaching space, highlighting that UCH operates as a commercial entity and relies on access to the venue for setup and delivery of events. She noted that any reduction in availability poses a financial risk, as it is the only venue on campus capable of accommodating 750 attendees and is now performing strongly.

5.4.8 NOTED It was acknowledged that using a concert hall for teaching is unusual, and while consultation with UCH will continue, there is a clear institutional need for more large teaching spaces. Differing views were expressed, including whether the University's primary focus should be on teaching or cultural programming. It was also noted that any perceived threat to UCH's role could undermine UL's culture strategy, given the national significance of the venue and that UL will need to carefully manage this balance going forward.

5.5 HEA CAPITAL DEVELOPMENT REVIEW

5.5.1 NOTED Memorandum from the Acting President entitled "HEA Section 64 - Capital Review", dated 22 October 2025 and "Avison Young Advisory Report - University of Limerick Review of Historic Transactions, Prepared for the HEA" dated October 2024.

5.5.2 NOTED The Acting President briefed members on the HEA Capital Development Review which covered ten property transactions between 2011 and 2024, including acquisitions, leases, and sales. The review was conducted by Avison Young, who

assessed documentation on identification, costs, business cases, valuations, negotiation strategies, due diligence, and taxation. The review, which was desk based, did not involve any engagement by Avison Young with officials from the University. It does not set out any recommendations. The recommendations contained in the C&AG, Deloitte, KPMG Reports together with HEA's own observations constitute the matters to be dealt with as part of the Renewal Programme. These have all been accepted and are part of a programme of work. The Acting President noted that the report sets out a strong justification for necessary changes in how UL engages in property transactions. In response to past shortcomings, the University has implemented a Property Acquisition Policy with centralised engagement for all property transactions. These policies have been validated by Deloitte, and future transactions will adhere strictly to these frameworks. A further policy dealing with Capital Developments is now under development.

5.5.3 AGREED Following a discussion, GA unanimously accepted the Avison Young Report, and it was noted that its findings align with the programme of work which the University must now undertake as part of the Renewal Plan. The report provides strong justification for necessary reforms, including engagement with external experts, validation of recommendations by Deloitte, and assurance that all future purchases will be governed under the new Property Acquisition Policy and Capital Development Policy (under development).

5.6 PROPOSED RESOLUTION GA-2025-03 RESEARCH

5.6.1 NOTED Document entitled "Resolution of the Governing Authority Reference No: GA-25-03 - Resolution on Advancing Research Intensity". The Chancellor provided an overview of discussions at the September meeting, where it was agreed that a resolution should be passed in support of the VPRI. This resolution aims to strengthen supports necessary for the VPRI to advance research initiatives during his term. It also emphasises that achieving UL's ambition of becoming a research-intensive University requires active participation from all staff.

5.6.2 NOTED Discussion on the proposed resolution including:

- Importance of acknowledging diverse forms of research outputs, including books and chapters, not just high-impact journals, to ensure inclusivity across disciplines.
- Concerns regarding the current effectiveness of the Workload Allocation Model, with requests for data on its practical implementation and resource redistribution, beyond mere participation metrics. It was noted that the model is in its inaugural year and includes a planned review process.
- A recommendation that the resolution explicitly highlight the role of collaboration and external partnerships in advancing research as it currently reads as internally focussed.

5.6.3 AGREED To incorporate the feedback into the final version of the Resolution. Once revised, it will be brought forward for discussion at the Executive Committee and the Academic Council. Mechanisms will be established to ensure ongoing follow-up and feedback, supporting effective implementation and sustained engagement.

5.7 PROPOSED RESOLUTION GA-2025-04 RHEBOGUE & ASSOCIATED REVIEWS

5.7.1 NOTED Document entitled "Resolution of the Governing Authority Reference No: GA-25-04 – Governance, Culture and Accountability". The Chancellor briefed members that following agreement at the September meeting, a draft position statement would be developed to reflect members' concerns and observations prior to the Maher Report being closed out.

5.7.2 AGREED To approve the Resolution GA-2025-04 as presented. The Resolution will be forwarded to Executive Committee and Management Council for information and also published on the Renewal Hub for the information of the campus community.

6. STANDING ITEMS

6.1 PEOPLE & CULTURE – MAHER REPORT

6.1.1 NOTED This item has been dealt with under S5.7 Resolution.

6.2 FINANCE

6.2.1 NOTED The issue of Student Life finance was addressed in Item 3.1

6.3 RISK

6.3.1 NOTED Memorandum from the Corporate Secretary entitled "Sectoral Strategic Risk Profile (IUA Universities)", "PwC Managing risk in higher education – Higher education sector risk profile – March 2025" and "IUA 2025 Sectoral Strategic Risk Profile".

6.3.2 NOTED The Corporate Secretary provided a briefing on the Sectoral Strategic Risk Profile for IUA Universities, highlighting the alignment of UL's risk landscape with that of other institutions. The main risks identified across the sector include cybersecurity, financial sustainability, underinvestment in research, challenges related to digital and estate infrastructure, staff lifecycle issues, and reputation management. UL actively participates in sectoral risk management groups, contributing to data sharing and the exchange of best practices, and benchmarks its institutional risk register against sector norms to support continuous improvement.

7. FOR APPROVAL

7.1 ACADEMIC COUNCIL REPORT

7.1.1 NOTED Document entitled "Academic Council Report to Governing Authority" and appendices. The Interim PDP briefed members on the contents of the report, highlighting the role of the Professors Forum and the need for this group to assume greater leadership responsibilities, including active involvement in working groups and strategic discussions. There was broad agreement on the importance of clearly defining expectations for academic leaders and promoting their engagement in institutional change initiatives and policy development.

7.1.2 AGREED To accept the recommendation of the Academic Council to approve the Collection Development & Management Policy.

7.2 APPOINTMENTS

7.2.1 Academic Staff Retention

7.2.1.1 AGREED In accordance with Section 25(1) of the Universities Act, 1997 to appoint [redacted] as Full Professor in CSIS.

7.2.2 Academic Staff Appointments

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

- [redacted] as Assistant Dean – Graduate and Professional Education.
- [redacted] as Assistant Dean – EDI.
- [redacted] Associate Professor B – Statistics and Data Science.
- [redacted] as Associate Professor B – Statistics and Data Science.
- [redacted] as Clinical Tutor in Medicine – Midland Regional Hospital Tullamore.
- [redacted] as Assistant Professor in Physiotherapy.
- [redacted] as Assistant Professor in Industrial Operations and Engineering Management Science.
- [redacted] as Assistant Professor in Electronic & Computer Engineering.

7.2.3 Support Staff Appointments

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

- [redacted] as Allocations Officer (School of Nursing and Midwifery).
- [redacted] as Head of Student Finance.
- [redacted] as Student Information System Technical Project Lead.
- [redacted] as Administrator.
- [redacted] as Senior Technical Officer.

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

7.2.5 NOTED Memorandum from the Director, HR entitled “Progression Across the Merit Bar”, dated 30 October 2025, which set out academic promotions from Associate Professor A to Professor approved by the President on the recommendation of the University’s Promotion Board.

7.2.6 NOTED Salary offer confirmations for September 2025.

7.2.7 NOTED Research funded contract appointments for October 2025.

7.2.9 Review Request

7.2.9.1 NOTED The Corporate Secretary received notice of a request for review from a candidate unsuccessful in the recent promotions from Associate Professor A to Professor.

7.2.9.2 AGREED Ms Catherine Duffy, Mr Kevin Fleming and Dr Sineád O'Flanagan would be appointed to the Review Committee.

7.3 GOVERNANCE HANDBOOK & STANDING ORDERS

7.3.1 NOTED Document entitled "Governance Handbook and Standing Orders – Draft as at 30 Sept 2025". The Corporate Secretary informed members that, while these documents are presented together for ease of reference and will be professionally printed and published for members' convenience, they remain separate instruments. Each may be amended independently by the Governing Authority

7.3.2 AGREED To approve these two key governance documents (1) Governance Handbook (2) Standing Orders of the Governing Authority.

7.4 MATTERS RESERVED TO THE GOVERNING AUTHORITY

7.4.1 NOTED This item will be deferred to the December meeting of the GA.

7.5 GUIDANCE ON PAPERS FOR GOVERNING AUTHORITY

7.5.1 NOTED Document entitled "University of Limerick Guidance on Governing Authority Paper Preparation". Briefing by the Corporate Secretary that it provides a standard framework for preparing and submitting papers to the GA and its Committees. It aims to improve clarity, accountability, and alignment with strategic goals, while supporting effective decision-making and good governance.

7.5.2 AGREED To approve "University of Limerick Guidance on Governing Authority Paper Preparation".

7.6 REVIEW REQUEST – PERSONAL CHAIR

7.6.1 Review – Personal Chair

7.6.1.1 NOTED The Corporate Secretary updated members on an appeal submitted by a candidate who was unsuccessful in their application for promotion to Personal Chair. Efforts are currently underway to identify an external reviewer, as required under the applicable Policy.

7.6.2 NOTED The GA has expressed a strong preference for reviews to be managed at operational level, as assigning any form of appellate function to it blurs governance lines. An alternative procedure is under consideration by HR and members expressed a view that this should be expedited. This is to be communicated to the Director, Human Resources Division.

7.7 ANNUAL GA WORKPLAN INCLUDING 'DEEP DIVE' ITEMS

7.7.1 NOTED The Governing Authority workplan setting out key activities for the next twelve-month period.

7.7.2 AGREED To establish a cycle for each faculty to present annually to the Governing Authority on their activities, ambitions, challenges and research using a standardised template.

7.8 EXTERNAL COMMUNICATIONS & BRAND GOVERNANCE POLICIES

7.8.1 NOTED Document from Ms Laura Ryan, Director Marketing, Communications and Public Affairs including three policies for approval.

7.8.2 AGREED To approve the following:

- Brand Governance Policy; External Communications Governance Policy; Web Governance Policy.

8. ANY OTHER BUSINESS

8.1 University of Limerick Foundation (ULF)

8.1.1 NOTED The Acting President briefed members on the ULF highlighting the need for more regular meetings between the UL Executive and ULF to strengthen collaboration and ensure alignment with UL's strategic priorities. It was also suggested that, following preparatory discussions, ULF representatives could be invited to attend a future GA meeting to further enhance engagement and mutual understanding.

8.2 Honorary Doctorate Nominations

8.2.1 NOTED The Chancellor informed members that she will be issuing a formal call for proposals for Honorary Doctorate nominations in November. She strongly encouraged members to begin identifying individuals of exceptional merit whose contributions may warrant recognition by the Joint Honorary Doctorate Committee, with consideration to begin early in the new year.

8.3 Annual Research Performance Report

8.3.1 NOTED Document entitled "Annual Research Performance Report 2024".

8.3.4 AGREED This report will be considered at the GA in January to allow for a high-level discussion and follow-up on the Research Resolution.

9. FOR NOTING

9.1 NOTED The following documents:

- Redacted Maher Report and Explanatory Note.
- Correspondence with the HEA 13 October 2025 (Agenda Item 5.5).
- Correspondence with the Minister, DFHERIS re Ministerial Nominees.
- Annual Research Performance Report.