MINUTES

Board/Committee	:	Governing Authority
Meeting	:	Meeting M26-4
Venue	:	Boardroom, GLISB
Date	:	21 April 2026
Attendance	:	Donal Donovan; Catherine Duffy; Siofra Foley; Conor Houlihan; Ann Marie Kennedy (MST*); Shane Kilcommins; Brigid Laffan (Chair); Ann Ledwith; Edmond Magner; Mahdi Nohtani; Anne O'Connor (MST); Sinéad O'Flanagan; Paul Stapleton; Bob Strunz; Anthony Weir
Apologies	:	June Arnold; Kevin Fleming; Orlagh O'Regan
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 Chair requested members to declare if they had a conflict of interest arising in relation to any matters on the agenda. Professor Shane Kilcommins, Acting President, was absent at the beginning of the meeting while Agenda Item 2, Appointment of the President, was being considered.

2. APPOINTMENT OF THE PRESIDENT

2.1 NOTED Documentation entitled "Selection Board Report to the Governing Authority, Recommendation for Appointment of President of the University of Limerick" and "Report to the Governing Authority on the Recruitment Process for the President University of Limerick".

2.2 NOTED The Chancellor outlined the depth and rigour of the Presidential selection process. Candidates were assessed against published leadership and governance criteria through documentation review, structured feedback, interviews, and psychometric analysis. From an initial pool of 41 applicants, the process narrowed to six first-round and four second-round interviews. At the final stage scenario-based assessments were used very effectively. Extensive due diligence was carried out providing a clear understanding of each candidate's strengths. Members reflected on the rigour built into each stage of the process and emphasised the importance of strong leadership in HEIs. The perspective brought to the table by external board members was also acknowledged.

2.3 NOTED Discussion highlighted the importance of the University raising its ambition, moving beyond incremental improvements, and ensure the next strategic plan reflects this direction. Members noted the importance of utilising the performance mechanisms and KPI requirements for the incoming President, with a formal review to take place during the term.

2.4 NOTED Insights from candidates who had researched the University extensively were shared, including concerns about low research activity in some departments.

2.5 NOTED The Chancellor expressed appreciation to the members of the Search Board and Selection Board for their significant contributions to the recruitment and appointment process.

2.6 NOTED The Chancellor and Members of the Governing Authority expressed dismay that details of the recruitment process, including candidate names appeared to be circulating widely throughout the campus community, with several media queries received in relation to the process.

2.7 NOTED Report on the appointment of a preferred candidate discussed by the members. The report outlined the candidate's credentials in terms of scholarship, academic leadership, senior operational experience, particularly as Acting President, and that the candidate's attributes aligned strongly with those articulated within both the Candidate Information Booklet, and the Campus Community Survey.

2.8 AGREED Unanimously on the recommendation of the Selection Board to appoint Professor Shane Kilcommins as President of the University of Limerick for a seven-year period, commencing 2 September 2026.

2.9 NOTED Governing Authority expressed its appreciation for the work of the Search and Selection Committee and committed its full support to helping to make Professor Kilcommins' presidency a great success.

2.10 NOTED Professor Kilcommins, accompanied by his wife Maria joined the meeting. The Chancellor reiterated her full support for Professor Kilcommins and noted that she looked forward to continued collaboration with him and the Governing Authority.

2.11 NOTED Professor Kilcommins expressed his sincere thanks to the Governing Authority for the honour conferred by the appointment and for the confidence placed in him. He acknowledged the support of the GA and reaffirmed his continued commitment to fulfil the responsibilities of President diligently, with integrity and to the best of his abilities.

2.12 NOTED The following:

- A further discussion, without the Executive present, will take place at the next GA meeting to consider performance and KPIs for the new President.
- The full presidential selection process will be archived for institutional records.
- A formal launch event will be arranged for the University community at which the President will outline his vision and plans. An Inaugural Lecture will be scheduled at a later date to be agreed with Professor Kilcommins.
- The report on the process will be provided to the HEA as requested, detailing the full recruitment process, governance arrangements, candidate flows, and the basis for the Selections Board's recommendation.

2.13 NOTED The item concluded with the formal signing of the Presidential contract.

2.14 AGREED To approve Resolution (GA-26-01) appointing Professor Shane Kilcommins as President and Chief Officer of the University for the purposes of the Universities Act 1997, and to revoke Resolution GA-24-05 (Designation of an Employee of the University to Perform the Functions of Chief Officer), adopted on 25 April 2024.

1.2 CONDOLENCES

1.2.1 AGREED The condolences of the Governing Authority be conveyed to the families of:

- Ms Liz Clifford, a current member of staff in the Department of Psychology. Liz was very highly thought of by all her colleagues and friends and will be sorely missed.
- Mr Tadhg Lambe, a student on the Master of Engineering a valued member of our community.

1.3 MINUTES & ACTION ITEMS

1.3.1 AGREED Minutes of M26-3 of 26 March 2026 with several amendments from the President, Interim PDP, Dr Donal Donovan and Corporate Secretary.

1.3.2 NOTED Amendments made to the minutes in relation to the ATOM project. The President noted that the decision to approve the Business Case was unanimous and observed that while constructive challenge and oversight by the GA are both appropriate and expected, the GA support for the project is very important to its success.

1.3.3 NOTED Document entitled “Sixth Governing Authority Action Items to 21 April 2026 Meeting”. The ATOM Steering Committee Terms of Reference were also provided, as requested at the previous meeting.

1.4 NOTE OF THANKS

1.4.1. NOTED Ms Siobhán Scanlon will leave the University early next week. The Governing Authority thanked her for her professionalism and contribution since December 2024 and noted that a letter of thanks would issue from the Chancellor on its behalf.

1.5 HONORARY DOCTORATES

1.5.1 NOTED All four of the Honorary Doctorate nominees approved at the previous meeting have now accepted the honour. The Governing Authority looks forward to celebrating these special occasions at the forthcoming ceremonies.

1.6 INTERNAL PROMOTION TO FULL PROFESSOR (PERSONAL CHAIR)

1.6.1 NOTED The President briefed the GA on the position regarding an application for promotion to Full Professor (Personal Chair). At its January meeting, the GA decided to suspend the Policy pending revision. An application was received in the period between that decision and its communication, and, as the applicant was not on notice at the relevant time, it was considered appropriate that the application be processed under the current Policy.

3. SUB-COMMITTEE REPORTS

3.1 AUDIT & RISK COMMMITTEE (ARC)

3.1.1 NOTED Document entitled “Audit & Risk Committee, Chair’s Report to the Governing Authority, 21 April 2026”.

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

- Section 66 Renewal Plan Update: Deloitte Report and HEA Progress Report 4 – recommendation for approval Agenda Item 4.2;
- UL Student Life Governance Review – recommendation for approval Agenda Item 6.1;
- Special Review Part II Programme Specific Rules (PSR) – recommendation for approval Agenda Item 6.2.

4. STRATEGIC MATTERS

4.1 DEEP DIVE: FACULTY OF ARTS, HUMANITIES & SOCIAL SCIENCES (AHSS)

4.1.1 NOTED Document entitled "AHSS Deep Dive of the Faculty of Arts, Humanities and Social Sciences" and a presentation from the Dean, AHSS, both dated 21 April 2026. Dr Sandra Joyce, Executive Dean, Faculty of Arts, Humanities & Social Sciences, Ms Rina Carr, Strategic Development Manager, Ms Claire Ryan, Faculty Manager and Mr Thomas Vaughan, AHSS Finance Business Partner, joined the meeting. Dr Joyce's detailed presentation included the following:

- **Faculty Scale, Contribution & Identity:** AHSS comprises 7 departments, 9 research centres, 80 programmes, contributing to teaching quality, internationalisation (Erasmus+, Emerge Alliance), societal impact and cultural leadership. Centres such as Research Evidence into Policy, Programmes and Practice (REPPP) enhance UL's research and policy profile.
- **Research Performance & Strategic Themes:** [redacted] Recent improvements include higher top-10% journal output, increased international authorship and rising citation impact. Four strategic research themes: social justice, AI & digital humanities, environmental sustainability and democratic resilience now guide funding efforts, supported by new research funding team leads.
- **Financial Position & Constraints:** Despite fee income growth, the Faculty faces recurring structural deficits, rising pay costs and the loss of PhD income. A high pay/non-pay ratio limits innovation, research support and the sustainability of units such as the Transferable Skills Unit (TSU).
- **Recruitment, Programme Management & Teaching Culture:** Recruitment is tightly constrained and prioritised for high demand, research active areas. Programme reviews are addressing over-teaching, small enrolments and curriculum rationalisation. Cultural change is progressing but remains gradual.
- **International Partnerships & Income Diversification:** A major proposed partnership [redacted] could significantly boost income, support the TSU and stabilise [redacted]. Additional initiatives include international access pathways and alumni-supported scholarships.
- **Transferable Skills Unit Sustainability:** The TSU is central to employability and industry engagement but faces funding challenges. Its sustainability is linked to the proposed partnership, with interim funding sought.
- **Curriculum and Labour Market Alignment:** Ongoing programme renewal includes new programmes (e.g., BA in Global Politics & Law and Cyber Security), embedding digital and research skills, and expanding industry engagement.
- **Infrastructure, Space & Faculty Identity:** The absence of a dedicated AHSS hub limits collaboration and student identity. Investment in space and infrastructure is

considered essential, alongside addressing sector-wide pressures on AHSS disciplines and the future of languages in an AI-enabled world.

- **Institutional Support & Strategic Frameworks:** The Faculty seeks revision of the funding allocation model, ring-fenced PhD and research capacity funding, sustainable TSU resourcing and targeted institutional backing.
- **Arts and Culture Framework Development:** AHSS is developing an Arts and Culture Framework, with substantial philanthropic funding expected, aiming to enhance creativity, engagement, and resources across the institution.

4.1.2 NOTED Detailed discussion including the following:

- Financial constraints and limited FTE availability have prevented the replacement of several retirements, impacting morale, workload balance and the Faculty's strategic capacity.
- Staff–student ratio comparisons with other Irish institutions remain difficult due to the absence of discipline-level data. The Dean acknowledged that staffing levels feel stretched relative to ambitions and peer expectations.
- [redacted]
- [redacted] the Faculty continues to benchmark through disciplinary norms and quality reviews.
- Research culture change is progressing, with increased RPAS applications, higher levels of international authorship, improved citation impact and stronger engagement with funding opportunities. Members highlighted the need for clearer prioritisation and stronger academic leadership across the four strategic themes.
- [redacted]
- [redacted]
- [redacted] Options under consideration include consolidation, curriculum redesign and new pathways.
- [redacted]
- [redacted]
- [redacted]

- [redacted]
- [redacted]
- [redacted]

4.1.3 NOTED The Chancellor and members thanked the Executive Dean, Faculty Manager, Strategic Development Manager and Finance Business Partner for the presentation, acknowledged the considerable output of the AHSS Faculty, and the very open discussion on the challenges.

4.2 S.66 UPDATE

4.2.1 NOTED Documents entitled "UL Renewal Plan HEA Progress Report 4" and Deloitte University of Limerick Q4 Validation Report March 2026". Mr David Mangan, RPMO, joined the meeting and his briefing included the following:

- Significant progress in implementing renewal plan recommendations, improvements in risk management and communications, and ongoing engagement with the HEA;
- Progress under the Renewal Plan continued to be strong in the first four quarters. 49% of Renewal Plan recommendations are now complete, an increase from 32% at Report 3. This includes 20 newly completed recommendations in Report 4, together with 31 previously validated and 24 superseded recommendations.
- There has also been a significant reduction in recommendations not yet started, decreasing from 13% to 1%. The 20 completed recommendations in Report 4 comprise 47 associated actions, bringing the total number of actions completed to 167. This represents an increase from 110 actions and reflects an improvement in action completion from approximately 35% to 50%.
- The RPMO Team has engaged with the RMO to map validated recommendations against the risk register, examine controls, and develop a recommendation roadmap. An Executive workshop is scheduled to further this work.
- A communications strategy is being developed with MarComms, including regular online and in-person events, Q&A sessions, and video case studies to showcase progress and impact, aiming to address internal communication gaps.
- User experience and security have been enhanced on the SharePoint tracker site through Power Apps and Power BI dashboards, improving data interrogation and reducing risks of unintended changes, with internal audit trials underway.
- A review of Reports 1 and 2 was undertaken to strengthen accountability and oversight. A mixed-methodology approach, including data integrity checks and detailed spot checks, confirmed the consistency, quality, and reliability of recommendation and action data across internal trackers, informed by original HEA reports and external Deloitte commentary.
- HEA feedback on overdue recommendations was considered in detail. Delays were attributed to expanded scope, extended internal consultation and approval processes, and interdependencies between recommendations. To better reflect

these dependencies, it was noted that an "on-hold" status will now be applied where appropriate, alongside more realistic target completion dates.

- Progress against HEA priority themes (including capital, conflicts of interest, discipline, and codes of conduct) continues, with an overview included in Report 4 and further detail to follow in Report 5. 15–20 recommendations are expected to be completed in Report 5**,** moving overall progress from circa 50% towards two-thirds completion**,** with an ambition to reach approximately 75% completion over the next three quarters.

4.2.2 NOTED Discussion including how the HEA reviews UL's reports through an internal process, with informal acceptance communicated via meeting notes and that a formal exit from Section 66 will depend on sustained progress and external validation, with spot checks possible before full transition to business as usual.

4.2.3 NOTED Members welcomed the progress achieved to-date and expressed their thanks to the RPMO Office and all the recommendation owners for the dedication and commitment, recognising their critical role in advancing the Renewal Plan.

4.2.4 AGREED To approve (1) UL HEA Progress Report 4 and (2) Deloitte University of Limerick Q4 Validation Report March 2026" as presented.

5. STANDING ITEMS

5.1 PEOPLE & CULTURE

5.1.1 NOTED The President outlined progress on the Culture Framework, noting that the three-pillar model recommended by Forvis Mazars is being followed, with Pillar One, setting the target culture now completed, including mission, vision, values, and a Charter developed through 1,600 points of contact. Work has moved to Pillar Two, embedding the Framework through 138 actions assigned across four touchpoints with ownership and timelines in place and supported by a working-group model similar to that used for protected disclosures and conflicts of interest. The Cultural Implementation Oversight Group is meeting every three weeks and will provide a pulse check to the P&CC ahead of the full institutional review. Pillar Three, focused on monitoring culture, will begin early next year, with an institutional survey planned for Q1 feeding into Executive, P&CC and GA, followed by annual monitoring thereafter.

5.2 FINANCE

5.2.1 NOTED [redacted]

5.3 RISK

5.3.1 NOTED Memorandum from the Corporate Secretary entitled "Governing Authority Approval of Risk Appetite Statement Clarification on the application of the escalation process in the Risk Appetite Statement", dated 10 April 2026. The Corporate Secretary outlined the clarification provided in response to a query raised at the previous meeting, and although the member who raised the query was not present for this item, they have confirmed they are satisfied with the explanation circulated.

6. FOR APPROVAL

6.1 UL STUDENT LIFE (SL) REVIEW

6.1.1 NOTED Document entitled "ULSL Governance Review". Mr Fintan Breen, Corporate Oversight Manager, Mr Jordan MacQuarrie, Interim General Manager, Student Life and Mr Niall O'Callaghan, Chair, ULSL Board, joined the meeting.

6.1.2 NOTED Briefing by the PDP that the Internal Audit Unit had undertaken a thorough review of Student Life, identifying a wide range of governance and financial weaknesses over recent years. The SL Board confirmed that nearly all of the 36 recommendations have been accepted or partially accepted, demonstrating a clear commitment to reform and to strengthening governance and financial management arrangements between the University and Student Life. Mr Fintan Breen was appointed as Oversight Manager for a six-to-nine-month period to oversee governance and high-level financial management, with the intention that he will step back once reforms are embedded. This appointment was made ahead of the audit sign-off to demonstrate commitment to resolving the issues identified.

6.1.3 NOTED Detailed discussion including the following:

- The Student Life Board is undergoing a refresh, with new student officers joining annually and progress underway to update Board composition. The University is collaborating with SL to ensure the Board has the necessary skills and experience to prevent recurrence of past issues.
- The University is providing support to SL, including financial and governance guidance, but legal representation is limited to University interest, however UL has committed to stepping in to assist SL within these constraints.
- The Oversight Manager and Interim General Manager outlined ongoing engagement between the Board, senior management, and UL Finance, including quarterly financial reporting and budget submissions. Progress on recommendations is being actively tracked, with regular updates planned through ARC, FSPC and onward reporting to the GA.
- There was limited reporting to the GA and its committees over a prolonged period, with issues only becoming apparent once the situation escalated into a significant crisis. While this was acknowledged as regrettable, there was agreement that any emerging issues must be identified and escalated at a much earlier stage in future.
- Discussion on the appropriate level of oversight of SL, including the appointment of a UL representative as an observer (with full access to documentation and speaking rights) to the Board, balancing autonomy with accountability, and alternative oversight and escalation mechanisms.

- The appropriateness of agreement to the appointment of a voting University director to the Board was discussed. Issues included significant influence arising which might lead to accounting implications for the University, as well as liability issues. It was noted that this request would be held in abeyance and could be revisited if full remediation is not achieved.
- The risks and benefits of different oversight models favouring an observer role (as above), supported by regular engagement, quarterly financial reporting, and clear escalation of significant issues via the GA and FSPC.
- A query was raised about the absence of PSU representation on the SL Board. It was clarified that PSU has executive representation but no Board seat, and this should be considered further by both SL and the PSU.
- The requirement for SL to submit budgets and accounts prior to the release of funding, alongside practical cash-flow challenges and the need to balance constitutional requirements with operational realities. In practice, funding is released in October once student fees are collected to ensure continuity of operations.
- The SL constitutional requirement to submit financial statements before funding is released does not reflect current operational practice. The constitution should be amended to require submission of an annual budget prior to the release of funding ensuring both compliance and financial viability.
- In response to a query on access to SL financial statements, it was confirmed that audited accounts are now published on the SL website and filed with the Companies Registration Office, addressing previous transparency gaps.
- ARC requested the remediation deadline for the outstanding recommendations, currently extending to May 2027, be brought forward by at least one quarter, with an emphasis on completing all actions in the short to medium term.
- SL's approach to commercial activities and financial independence merits further consideration. The importance of Board-level oversight, including University attendance without voting rights, was recognised as a sensible mechanism to ensure that any significant issues are promptly identified and escalated. There was agreement that responsibilities for raising concerns early should be clearly understood and exercised.
- Members noted the positive engagement between SL and the University in addressing the recommendations, while emphasising the importance of responding quickly to issues of a similar nature should they arise in the future.
- A communications response should be prepared in the event of external queries, setting out clearly how the matter was managed, while acknowledging shortcomings in how issues arose.
- Members referenced the volume of recent Internal Audit work relating to student-related activity, including audits of student awards, PSRs, and Student Life, and agreed this observation should be fed back to Internal Audit.

6.1.4 NOTED Mr O'Callaghan confirmed, on behalf of the Board, that the recommendations and their current impacts are being taken extremely seriously. He noted that significant remedial work is already underway and confirmed a full commitment to working with the University to deliver all recommendations in a timely manner.

6.1.5 NOTED Members complemented the exceptional Internal Audit Report in its breadth and depth and in such a short time period.

6.1.6 AGREED To approve the UL Student Life Review as presented.

6.2 SPECIAL REVIEW PART II PROGRAMME SPECIFIC RULES (PSRs)

6.2.1 NOTED Document entitled “Internal Audit Review IA 2025 Special Review of Award Part Two Programme Specific Regulations”. Dr Reena Cole, Associate Vice President Academic Affairs and Ms Clare O'Shaughnessy, Director of Academic Registry joined the meeting for this item. The PDP presented the findings of the Internal Audit into Programme Specific Regulations, outlining breaches, actions taken to reduce unnecessary regulations, and enhancements in controls and validation processes.

6.2.2 NOTED Discussion including the following:

- The Audit identified a number of breaches of programme-specific regulations, primarily relating to requirements not mandated by accrediting bodies. It was confirmed that no student graduated without meeting professional body requirements.
- A comprehensive review has been completed to streamline programme-specific regulations, with new processes introduced to ensure only essential regulations are retained and appropriately documented. It was noted that PSRs had accumulated over time, often without accrediting-body requirements, and that ownership and understanding of these regulations varied across programmes.
- Manual controls have been strengthened to detect breaches, and work is underway to automate validation checks, including preventing unauthorised grade entries at source. Validation checks have also been built into grading reports to support module leaders in meeting their responsibilities.
- An example was noted where a student was granted an additional exam repeat due to a disciplinary sanction; this exception was approved by the AVPAA as an exceptional circumstance.
- Six medium recommendations and no high-risk recommendations were identified in the audit, and work is ongoing to address these.
- The scale of the review was highlighted, including the examination of approximately 80,000 grades dating back to 2015. One remaining case is being finalised.
- The risk associated with unnecessary PSRs was emphasised, particularly the potential need to report issues to professional accreditation bodies, which could have significant implications.

6.2.3. AGREED To approve the Special Review Part II Programme Specific Rules as presented.

6.3 APPOINTMENTS

6.3.1 Promotion – Personal Chair

6.3.1.1 AGREED In accordance with the Policy for Internal Promotion to Professor (Personal Chair) to approve the appointment of Professor Colin Fitzpatrick to Full Professor (Personal Chair).

6.3.2 Academic Staff Appointments

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

- Dr Osman Abdelhamed as Clinical Tutor in Surgery, Ballinasloe;
- Dr Enas Alaqeab as Clinical Tutor in Surgery (ENT) – UHL;
- Dr Colin Butler as Associate Professor B in Manufacturing Processes;
- Pamela Cartwright as Human Nutrition and Dietetics Practice Tutor Sligo/Donegal;
- Dr Sarah Cronin as Clinical Tutor in Clinical Skills;
- Dr O.J. Francis as Clinical Tutor in Surgery, UHL;
- Dr Lesley O'Brien as Clinical Tutor in Clinical Skills;
- Briege O'Kane as Human Nutrition and Dietetics Practice Tutor Sligo/Donegal;
- Dr Ide O'Sullivan as Lead Curriculum Developer (ATOM programme) Lead Educational Developer;
- Associate Professor Elaine Vaughan as Assistant Dean, Academic Affairs.

6.3.3 Support Staff Appointments

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

- Noelle Araujo as Administrator, IWAM&D
- Daniel Brennan as Disability Support Officer;
- Teresa Casey as Finance Business Partner;
- Amanda Gavin as Executive Administrator, Undergraduate Recruitment
- Sarah Hamilton as Senior Administrator, GPS
- Ian O'Keeffe as Executive Administrator Admissions and Enrolment;
- Francis O'Toole as Pastoral Care Worker;
- Dr Rhoda Sohun as EU Project Manager (SUSA) ;
- Sasha Spirkina as Library Assistant;
- Renata Stachnik as Senior Administrator, Department of Biological Sciences;

6.3.4 NOTED Memorandum from the Director, Human Resources entitled "Academic Promotions", dated 21 April 2026, which set out the academic promotions from Associate Professor B to Professor A approved by the President on the recommendation of the University's Promotion Board.

6.3.5 NOTED Memorandum from the Director, Human Resources entitled "Notification of appointments", dated 21 April 2026, which set out the appointments approved by the Governing Authority online since the last meeting on 26 March 2026.

6.3.6 NOTED Salary offer confirmations for March 2026.

6.3.7 NOTED Research funded contract appointments for April 2026.

7. FOR DISCUSSION

7.1 FINAL CAO STATISTICS 2026

7.1.1 NOTED Report entitled "CAO Undergraduate March Report 2026". The Interim PDP reported that CAO applicant numbers are up by 22%, with growth driven in particular

by new programmes, including direct-entry medicine, and with all faculties showing increases. UL has outperformed other universities both nationally and within the region, though the rising market share of the technological universities was highlighted as an area requiring continued attention. Entry points are beginning to normalise post-COVID, and overall performance remains strong.

8. FOR NOTING

8.1. CHAIRS MEETING UPDATE

8.1.1 NOTED Document entitled "Governing Authority Chairs Meeting Report". A brief update was also provided on the Chairs' meeting, which was positive and will continue on a regular basis.

8.2 EXTERNAL REVIEW OF GA UPDATE

8.2.1 NOTED The Corporate Secretary provided an update on the external review of the Governing Authority. Members were advised that today is the final date for the submission of expressions of interest. The Request for Tender was issued to six companies/individuals, as agreed by the Nominating & Governance Committee. The GA will continue to be updated as the process progresses.

8.3 HEA CORRESPONDENCE 30/3/26 REVIEW OF THE GOVERNANCE, OVERSIGHT AND RATIONALE FOR SUBSIDIARIES, FOUNDATIONS AND TRUSTS

8.3.1 NOTED Documentation including Cover Paper, Letter from HEA to UL dated 30 March 2026, "HEA Forvis Mazars Report Review of the Governance Oversight and Rationale for Subsidiaries, Foundations and Trusts in designated Higher Education Institutions" and HEA Response Template. The President and CFPO advised that the review identified strong governance and control practices across UL subsidiaries. It was noted that the only items identified by the HEA as non-compliant for UL related to the University of Limerick Foundation (ULF).

8.3.2 NOTED ULF is a legally separate entity, is not a subsidiary of the University and is not consolidated; however, notwithstanding engagement with the HEA on this point, the HEA required its inclusion within the scope of the review. The GA was informed of the proposed responses submitted to the HEA, reflecting ULF's legal status. ULF was also provided with a copy of the responses.

8.3.3 NOTED The HEA commentary in respect of ULF identified gaps including the absence of regular financial reporting to the University, lack of formal board terms of reference, no mechanism for Governing Authority appointments, no formal review of strategic plans, and non-inclusion in the University's system of internal controls.

8.3.4 NOTED Members expressed concern regarding reputational and strategic risks arising from the Foundation's use of the UL name and the external perception that it forms part of the University, while operating with significant autonomy.

8.3.5 NOTED Consensus that the relationship between the University and the ULF must be strengthened through clearer alignment, transparency and reporting arrangements, while respecting the Foundation's legal independence.

8.3.6 NOTED A Board meeting involving the President and Chancellor with the ULF is scheduled. A fuller discussion at Governing Authority will follow, informed by the outcome of that engagement.

8.3.7 AGREED That a future GA meeting will include a dedicated item on the University of Limerick Foundation, supported by a summary paper outlining governance, activities, financial oversight and alignment with University strategy and alumni engagement.

8.4 GOVERNING AUTHORITY EXPENDITURE

8.4.1 NOTED Memorandum from the Corporate Secretary entitled "Governing Authority Expenditure Report Update for Information / Noting, date 13 April 2026".

8.5 GOVERNING AUTHORITY RESOLUTIONS

8.5.1 NOTED Document entitled "Action Item GA25-11-02, Paper on the Status, Actionability and Publication of Governing Authority Resolutions, Corporate Secretary's Office, 13 April 2026". Briefing by the Corporate Secretary on the paper clarifying that the resolutions are intended as guidance rather than formal directives.

8.5.2 NOTED That a new Governing Authority Resolution will be drafted to appoint the President, which will also revoke the previous Resolution GA-26-04 (Designation of an Employee of the University to Perform the Functions of Chief Officer) approved by the Governing Authority on 25 April 2024.

9. ANY OTHER BUSINESS

9.1 Calendar of Governing Authority meetings 2027

9.1.1 NOTED Proposed that GA meetings in 2027 will take place on a six-weekly basis and will include two full-day meetings for training purposes. The Corporate Secretary will present draft meeting dates to the next meeting of the GA for members' consideration.

DOCUMENTATION CIRCULATED OUTSIDE THE FIVE-DAY TIMEFRAME: APPROVED BY THE CHAIR

- Selection Board Report to the Governing Authority, Recommendation for Appointment of President of the University of Limerick
- Curriculum Vitae
- Report to the Governing Authority on the Recruitment Process for the President University of Limerick

DOCUMENTATION OF NOTE

- Signed UL Consolidated Financial Statement 2025 & Signed AGS 2025
- Commuter Report 2026

*AMK dialled out after Agenda Item 2.