MINUTES

Board/Committee	:	Governing Authority
Meeting	:	Meeting M26-5
Venue	:	Boardroom, GLISB
Date	:	21 May 2026
Attendance	:	June Arnold (MST); Donal Donovan (MST); Catherine Duffy; Kevin Fleming; Siofra Foley; Conor Houlihan; Ann Marie Kennedy; Shane Kilcommins; Brigid Laffan (Chair); Ann Ledwith; Edmond Magner; Mahdi Nohtani; Anne O'Connor; Sinéad O'Flanagan; Orlagh O'Regan; Paul Stapleton; Bob Strunz (MST); Anthony Weir
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 invited members to declare any conflicts of interest relating to items on the agenda. [redacted] Several members indicated that either they or their family members could potentially be affected by Agenda Item 4.2.2 Fee Rates 2027/28. However, no formal conflicts of interest were identified that required further action.

1.2 WELCOME

1.2.1 NOTED The Chancellor welcomed Ms Eva McCormack, Incoming President of Student Life, and Jared Nadin, incoming Deputy President and Welfare Officer, who were in attendance at the meeting and who will commence their roles in June. The Chancellor wished them well and expressed that she looks forward to working with them as new members of the Governing Authority (GA) in the year ahead.

1.2.2 NOTED At the same time, the Chancellor bid farewell to Ms Síofra Foley and Ms Orlagh O'Regan, who were attending their final meeting. The Chancellor thanked them for their professionalism, integrity and constructive engagement throughout their term. Both made valuable contributions to student welfare, approached financial challenges with maturity, and represented the student voice with great commitment during a demanding period. The GA expressed sincere appreciation for their dedication over the past year and wished them every success in the future.

1.3 CONDOLENCES

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

- Ms Laura Kennedy, a second-year student on the BSc in Food Science and Health.
- Ms Anne Moloney, a colleague in the KBS who will be sadly missed by her many friends across the University.
- Mr Bertie Wall, a former member of the Governing Authority from 1987 to 1997.

1.4 MINUTES & ACTION ITEMS

1.4.1 AGREED Minutes of M26-4 of 21 April 2026 with one amendment from the Interim Provost & Deputy President.

1.4.2 NOTED The Chair of the UL Foundation will be invited to a GA meeting in Autumn (post-October ULF Board meeting) to present their programme of work. This follows prior discussions with the President and Chancellor highlighting the need for stronger engagement, with timing considered to ensure a more substantive update after ULF's next meeting.

1.4.3 NOTED The Corporate Secretary will present a short paper at the June meeting specifically addressing any outstanding action items, to support members in prioritising or progressing these actions as appropriate.

1.5 MEETING WITHOUT EXECUTIVE/SECRETARIAT: OVERSIGHT MECHANISMS & KPIs FOR PRESIDENT

1.5.1 NOTED Document entitled "S.18 Universities Act 1997, Arrangements for the Annual Performance Review of the President, Approved by the Governing Authority 3 July 2025". Members held a short discussion in private session and any actions arising will be communicated directly to the President by the Chancellor. This item was taken without the President, members of Executive, Secretariat, or the incoming Student Life Officers in attendance.

2. PRESIDENT'S REPORT

2.1 NOTED Document entitled "President's Report to Governing Authority, May 2026". A briefing by the President included the following:

- **Employability & Industry Engagement:** Employability highlighted as a core institutional strength, supported by UL@Work's portfolio of over 20 flexible programmes and micro-credentials. [redacted] Participation in the American Chamber event reinforced Ireland's competitiveness and talent pipeline as key FDI drivers.
- **Curriculum & Programme Development:** Updates provided on new and developing programmes, including undergraduate medicine, iBio, law and cybersecurity, and speech and language. Continued emphasis on co-op placements and embedding universal/transversal skills across programmes.
- **Research Funding & Performance:** Strong research performance particularly in Science and Engineering. The Bernal Institute is identified as a major contributor, accounting for approximately 50% of faculty research funding and playing a key role in advancing industry-linked, high-quality research. Research Week (27 April–1 May) was highlighted, including 29 events, thematic focus areas, and cross-University engagement.
- **Internationalisation & UL Global:** Progress outlined in increasing international student recruitment and expanding transnational education, with partnerships in Shandong/Henan (China), Tanzania, and Vietnam and plans to scale student numbers and broaden offerings, particularly in mechanical and computer science.

- **Values, Awards & Culture:** The Values in Action Awards recognised staff contributions to culture, innovation, student experience and sustainability. Ongoing work of the Cultural Implementation Group was detailed, including 135 actions, staff pulse surveys and development of a culture hub to support organisational change.
- **Systems & Performance Infrastructure:** Updates on CRM implementation, academic accreditation portal (due for completion by July), KPI framework, and availability of performance dashboards to support monitoring and decision-making.

2.2 NOTED Discussion highlighted a range of challenges and risks, including declining demand in certain Science and Engineering programmes, reduced international postgraduate applications (particularly from India), and external pressures such as cost of living and infrastructure impacting competitiveness. It was further noted that Horizon funding uptake remains comparatively low, with scope to increase participation, while international student numbers (c.13–14%) will need to grow towards peer benchmarks. The importance of successfully delivering system implementations and advancing cultural transformation initiatives to support strategic objectives was also emphasised.

3. STUDENT RELATED REPORTS

3.1 Student Life Report

3.1.1 NOTED Document entitled "Report of UL Student Life for the Governing Authority – Authored by Síofra Foley and Orlagh O'Regan as of 08/05/2026". The President, and Deputy President, Student Life highlighted a range of items in the Report including:

- **Student Centre**: A central hub with high daily usage, supporting societies, clubs, and commuter students (c.60% commuting), facilitating events, commercial activity, prospective student engagement, and expansion of the UL Wolves store.
- **Student Engagement & Representation**: Strong engagement across the student body, with officers represented on 40+ committees; advocacy included national and local campaigns on fees, accommodation and transport; and ongoing student forums (notably on food access and commuting costs).
- **Student Experience & Events:** Extensive programme of activities (e.g. orientation, refreshers, charity week, Christmas market), with increased focus on inclusive and non-alcoholic events, though some demand remains for larger campus-based events.
- **Welfare, Inclusion & Advocacy**: Wide range of initiatives in accessibility, harm reduction, physical and mental wellbeing, and community building, including expanded sexual health supports and awareness campaigns. Concerns raised by students regarding safety, including anti-social behaviour, racism and homophobia, which have been escalated institutionally and nationally. Progress was also noted in gender-based violence prevention and supports, neurodiversity and accessibility supports, and Irish language inclusion initiatives.
- **Support Services & Key Pressures**: Sustained high demand (542 students/ 1,800+ queries), with financial hardship, cost of living, transport (including parking costs), accommodation, food access, and student understanding of processes such as the I-Grade system identified as significant and recurring issues.
- **Clubs, Societies & Events:** Strong participation with over 8,400 members across 77 clubs & societies, supported by improved facilities. Continued delivery of student-led activities, new societies and notable national and international achievements.

3.2 Postgraduate Students' Union Report

3.2.1 NOTED Document entitled "Report from UL Postgraduate Students' Union to Governing Authority, May 2026 – Authored and presented by Mr Mahdi Nohtani, President, ULPSU". The President, PSU highlighted strong student engagement and representation, including 734 postgraduate students participating in PSU elections; a broad programme of cultural and community events (including Holi, Diwali, Nowruz and Afrobeat) supporting inclusion and integration, with the Nowruz event incorporating a commemoration of over 40,000 lives lost; targeted career supports for international students, including alumni-led guidance on employment pathways and work permits; ongoing welfare initiatives including subsidised meal vouchers and breakfast provision in response to cost-of-living pressures; and a continued focus on fostering an inclusive, supportive postgraduate student experience across the University.

4. SUB-COMMITTEE REPORTS

4.1 AUDIT & RISK COMMMITTEE (ARC)

4.1.1 NOTED Document entitled "Audit & Risk Committee, Chair's Report to the Governing Authority, 1 May 2026".

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

- Committee Member & Chair Evaluations;
- ARC Composition & Skills;
- Strategic Discussion on Risk without Executive;
- DES/DFHERIS Review of Pensions & adoption of Statutory Instrument – recommendation to Governing Authority Agenda Item 4.2 below;
- Professional Added Years;
- Risk Management Update;
- Internal Audit Update;
- Student Records Update: ATOM Project; Exam Board & Award Process Update;
- Information Security Plan & Milestones;
- Research Audits;
- Contract Signing Policy: amendment to CAF;
- Meeting with the Risk Management Officer without Executive present;
- Meeting with the Head, Internal Audit without Executive present.

4.1.3 NOTED [redacted] It also noted a minor amendment to the Financial Statements 2024/25 requested by C&AG to specify the amount paid on a pensions issue in the tax disclosure, which will be approved by the President and Chancellor in line with standard practice.

4.2 STATUTORY INSTRUMENT (PUBLIC SERVICE PENSION SCHEME)

4.2.1 NOTED Document entitled "Implementing recommendations of DES / DFHERIS Review of Pensions". Mr Bobby O'Connor, Director, Human Resources (D,HR) briefed

members on the requirement for the University to formalise, through a statutory instrument, its adoption of the 2014 Model Pension Scheme introduced by Government. He noted that while the University has been operating the scheme in practice, the statutory instrument is required to formally underpin it and address residual matters arising from previous pension reviews. He advised that the wording has been developed in consultation with the relevant Departments and is intended to regularise the University's position and bring closure to historical pension issues.

4.2.2 AGREED To approve the adoption of the Statutory Instrument 582/2024, to be entitled "University of Limerick Superannuation Scheme 2026" and its submission for Ministerial sign-off.

4.3 FINANCE, STRATEGY & PERFORMANCE COMMMITTEE (FSPC)

4.3.1 NOTED Document entitled "Finance, Strategy & Performance Committee, Chair's Report to the Governing Authority, 7 May 2026".

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

- University Hospital, Limerick – Maternity Modular Build;
- Performance Dashboard Development;
- Wisdom for Action: Learning, Teaching and Assessment Strategy;
- Subsidiary Oversight: Plassey Campus Centre;
- Section 66 Implementation Update;
- Fee Rates 2027-2023 - recommended for approval see Item 4.5 below;
- Budget 2026-27 - recommended for approval see Agenda Item 4.4 below;
- Corporate Procurement Plan;
- Disposal of Asset / IP Assignment Agreement.

4.3.3 [redacted]

4.4 BUDGET STRATEGY 2027/28

4.4.1 NOTED Document entitled "Budget 2026/27, 8th May 2026". The CFPO briefed members on the proposed consolidated budget, including the financial context, key assumptions, income projections, expenditure plans, and overall budget position.

4.4.2 NOTED The key points from the briefing included:

- A challenging financial environment, particularly due to limited growth in State funding, including the non-baselining of supplementary grants received in prior years, and ongoing uncertainty regarding future Government support.

- Continued cost pressures arising from pay awards, non-pay inflation, and broader economic conditions impacting the University's cost base.
- A projected consolidated deficit of €5.3m, including a planned use of reserves of €4.7m, resulting in an underlying deficit of €0.6m.
- Continued reliance on reserves to support budget balance, highlighting the need for a more sustainable recurrent financial position over time.
- Fee income projections of approximately €163.7m, with €97m expected from continuing students and €66m dependent on new student recruitment.
- Improved position in non-EU postgraduate (masters taught) recruitment, with acceptances increasing from below target levels in the budget cycle to 100% of the revised intake target.
- Recognition that postgraduate and non-EU recruitment remains inherently volatile and subject to external factors, including visa requirements, geopolitical factors and competitive international market conditions.
- Strong reliance on fee income as the primary source of revenue, particularly given constraints in State funding, with significant sensitivity to annual recruitment cycles in master's programmes.
- Targeted investment in priority academic areas, including growth in new and expanding programmes (e.g. medicine and health-related disciplines), alongside continued funding for strategic initiatives such as digital transformation and major projects.
- A constrained approach to staffing growth, with a significantly reduced number of new posts approved following a detailed review process and a focus on prioritisation within available resources.

4.4.3 NOTED Discussion included:

- The uncertain external funding environment and the risk associated with continued reliance on non-baselined State support, particularly in the context of limited growth in core grant income relative to overall expenditure.
- The sustainability of maintaining deficits supported by reserves, with members noting that reserves are finite and should not be relied upon on an ongoing basis, and the need to move towards a balanced recurrent budget over time.
- The importance of aligning financial allocations more clearly with strategic priorities, with an emphasis on ensuring that resource allocation reflects agreed institutional objectives and emerging areas of focus.
- The need for a stronger focus on identifying efficiencies and cost-saving measures across the University, including consideration of structured or targeted approaches to achieving savings.
- Consideration of the scale of potential savings required to address the underlying deficit, with reference to sectoral examples and the likelihood that a multi-million-euro response may be required over time.
- The role of vacant posts in budget management, with members expressing concern regarding the extent to which vacancy management is being used as a balancing mechanism, and the importance of ongoing review and alignment with current priorities.
- The importance of workforce planning, including the timing of recruitment and alignment of posts with current strategic priorities, with support noted for planned Executive Committee workshops on this issue.

- The structural challenges associated with postgraduate and non-EU student recruitment, including external factors such as visa constraints, and the inherent unpredictability of masters-level recruitment on an annual basis.
- The need for improved communication and engagement with staff on financial sustainability, including planned town hall engagement, to support awareness and collective understanding of the financial position.
- Broader reflections on sectoral funding challenges, including Ireland's comparatively low level of public funding for higher education, and the need for prudent financial management in a tightening fiscal environment.

4.4.4 AGREED To approve the Budget Strategy for 2026–27, noting the requirement for continued focus on financial sustainability, including the identification of efficiencies, strengthened workforce planning, and ongoing monitoring of income and expenditure assumptions.

4.4.5 NOTED Discussion took place on the Cappavilla accommodation remediation works, noting the ongoing fire safety upgrades and associated financial impact. While most costs are being capitalised, reduced bed availability is affecting subsidiary income, and the importance of managing operational and financial impacts during the works was highlighted.

4.5 FEE RATES 2027/28

4.5.1 NOTED Document entitled "Fee Rate Review 2027/28", dated 29 April 2026.

4.5.2 AGREED To approve the proposed fee rates for 2027/28.

4.6 STUDENT EXPERIENCE ACCESS & EQUALITY COMMITTEE (SEAEC)

4.6.1 NOTED Document entitled "Student Experience, Access & Equality Committee, Chair's Report to the Governing Authority, 23 April 2026".

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

- Student Wellbeing, Safety and Protection from Harm;
- Understanding I-Grades (Academic Access Mechanism);
- Work Plan – recommended for approval;
- Student Facilities;
- Committee membership & EDI representation.

4.6.3 NOTED Discussion on student safety on and off campus, highlighting the importance of strengthening reporting mechanisms and improving student confidence in reporting incidents. The need for a centralised incident register and enhanced communication was emphasised, alongside concerns regarding potential underreporting. A report on student safety incidents will be requested from Security for consideration by EC and relevant committees, before being brought to GA. The development of a coordinated set of safety actions, including consideration of additional security measures will be prioritised for the next academic year.

4.7 WORK PLAN

4.7.1 AGREED To approve the SEAEC Work Plan as presented.

4.8 NOMINATING & GOVERNANCE COMMITTEE (NGC)

4.8.1 NOTED Briefing by the Chancellor, Chair, NGC that the Committee had met earlier that day. Expressions of interest were previously sought from GA members to fill vacancies on the Campus Development Committee, FSPC and P&CC. A total of two expressions of interest were received.

4.8.2 NOTED The NGC recommended the appointment of Mr Anthony Weir to the Campus Development Committee and Dr Bob Strunz to the FSPC.

4.8.3 NOTED In relation to the external vacancy on the FSPC, the GA had previously agreed to temporarily suspend the requirement for two external members (in addition to the Chair) to meet quorum, and that the Committee is currently deemed quorate. The advertisement for a new GA member will issue shortly, with the intention that the successful appointee may fill the outstanding external vacancies on the P&CC and/or the FSPC, subject to approval. The challenge of maintaining quorum on committees with external member vacancies was highlighted.

4.8.4 AGREED To approve (i) the appointment of Mr Anthony Weir to the Campus Development Committee and Dr Bob Strunz to the Finance, Strategy & Performance Committee, and (ii) temporarily suspend the requirement for two External Members in the People & Culture Committee quorum, such that the quorum may be satisfied by one External Member, pending the filling of the vacancy.

5. STRATEGIC MATTERS

5.1 MICRO-CREDENTIALS PERFORMANCE

5.1.1 NOTED Document entitled “Micro-credential Performance” dated 19 May 2026 and a presentation entitled “Governing Authority – Micro-credentials at UL”. Ms Ger Carroll, Associate Vice President Graduate and Professional Studies (AVPGPS) briefed members on the following:

- Micro-credentials are short, accredited programmes (typically 6–12 weeks) primarily designed for part-time and returning learners.
- They support industry skills development, improve access to education, and act as progression pathways into further awards, including master’s programmes.
- UL has developed micro-credentials since 2016, with significant expansion under the Human Capital Initiative (HCI) Project (2020–2026).
- Strong growth in uptake was noted, with total registrations increasing to 1,949 in 2024–25.
- Financial performance included approximately €2.4m in direct fee income and €4.1m in additional progression income over the period 2020–21 to 2024–25.
- Delivery is largely embedded within existing programmes, resulting in relatively low additional teaching and administrative costs.

- While not entirely cost-neutral, micro-credentials generate net income and do not significantly displace core teaching activity.
- The strategic importance of micro-credentials was emphasised, including alignment with national skills policy, industry engagement, and their role in recruitment and revenue diversification.

5.1.2 NOTED Discussion including

- Queries in relation to the cost and pricing of micro-credentials, with it noted that while incremental delivery costs are relatively low, detailed cost modelling is complex and not yet fully developed. [redacted]
- Clarification on the Human Capital Initiative (HCI) project, noting that UL has been a leading provider within the national programme, which concluded in March 2026, and that governance and quality assurance processes have been strengthened and embedded as a result.

5.2 MASTERS SIZE AND PERFORMANCE

5.2.1 NOTED Document entitled "Masters Size and Performance" dated 19 May 2026 and a presentation entitled "Governing Authority Masters Programmes at UL". Ms Ger Carroll, AVPGPS briefed members on the following:

- In 2024–25, UL recorded 159 taught master's programmes with 2,613 students (106 full-time, 43 part-time, 10 distance/block).
- 54 programmes enrolled fewer than five students; 13 discontinued, 10 increased above five, leaving 31 small programmes, which reconcile to 10 actual programmes once FT/PT codes, dual-degree pathways and repeats are removed. All are in AHSS.
- UL's average programme size (16 students) aligns with the IUA sector.
- Over 1,000 unique modules were delivered; 258 modules had fewer than five students, and 70% had 1–20 students, indicating extensive small-cohort teaching.
- Low-enrolment modules increased from 181 to 258 over the period; 404 modules (37.7%) are shared across programmes, reflecting increased reliance on shared teaching. Further analysis at faculty level, mirroring the programme-level approach will confirm final module counts and address known anomalies.
- Master's fee income rose by €7.7m to €24.2m (41.6% increase). [redacted]
- Growth was driven by non-EU enrolment and fee rate increases.
- [redacted]
- Faculties are rationalising portfolios. KBS has retired or redesigned programmes with <15 students and is considering moving to 6 core postgraduate programmes with multiple streams under ATOM. Similar rationalisation work is underway across faculties, supported by the Student Recruitment Strategic Committee.
- EC emphasised the need to reduce very small programmes with Deans holding responsibility for portfolio management.

- A break-even costing model is being developed, acknowledging overheads such as marketing, web presence, Course Director workload and administrative setup.
- Rationalisation ahead of ATOM to ensure only viable programmes progress.
- An Operational Review Board will assess market demand, programme titles, structural implications and alignment with ATOM's standardised model before programme design.
- A cost analysis of small programmes will be undertaken.
- Recruitment supports include in-country recruiters, transnational projects, and a new CRM.
- Opportunities identified for AHSS in interdisciplinary and transversal-skills-based offerings.
- Concerns noted regarding academic workload and cross-subsidisation arising from small programmes.
- Benchmarking highlighted DCU as the most efficient provider (32 students per programme).

5.2.2 NOTED Discussion included the following:

- A practical break-even model is required, while exact costing is difficult, an estimated framework is necessary for decision-making.
- Recognition of opportunity cost, with small programmes diverting academic time from research and higher-impact teaching.
- Strong emphasis on market-driven portfolio management: high-demand programmes should be expanded; low-demand programmes should not be retained for legacy or identity reasons.
- Acknowledgement that programme identity and academic ownership can impede rationalisation. Cultural change and clearer expectations for course directors are needed.
- Financially challenged departments often align with small programme portfolios, reinforcing the need for rationalisation.
- Importance of faculty responsibility, transparency of data, and the need for difficult decisions.
- Opportunities identified for AHSS to reposition through interdisciplinary and transversal-skills offerings, particularly in communication, storytelling and decision-making in data-rich environments.
- Concerns regarding workload equity, noting the significant difference between teaching small cohorts and large master's cohorts, and the need for workload models to reflect this and better capture this differential.
- Members acknowledged the value of the Report's transparency and clarity, noting it supports evidence-based decision-making.
- Support for annual reporting to GA on programme size, rationalisation progress and post-ATOM redesign outcomes, to ensure continued oversight, transparency and accountability.

5.2.3 AGREED There will be an annual report to the GA on this item.

5.3 FINANCE KEY PERFORMANCE INDICATORS

5.3.1 NOTED Document entitled "Finance Key Performance Indicators", dated 19 May 2026. The CFPO's briefing included the following highlighting trends in student growth, fee income and staffing:

- Between 2020–21 and 2024–25, UL's student population increased by 1,815, driven mainly by non-EU enrolments.
- Fee income rose by 23.4%, reflecting improvements in volume, price and programme mix.
- Academic staff numbers increased by 14%, improving the staff–student ratio from 21.5 to 20.4.
- Support staff numbers increased by 21–25%, more than double the student growth rate.
- Composition of fee income has shifted, with stronger growth in non-EU postgraduate taught programmes contributing significantly to overall revenue.
- Pay costs have risen in line with staffing growth, and that non-pay inflationary pressures continue to affect the University's cost base.
- Recent budgets have introduced tighter controls on new support staff posts, with a focus on ensuring that future staffing growth is aligned with strategic priorities and financial sustainability.
- UL is transitioning from consultancy-dependent project delivery (e.g. SITS/ATOM) to internal staffing models to reduce long-term costs and strengthen institutional capability.

5.3.2 NOTED Discussion included the following:

- [redacted]
- Members welcomed the slowdown in support staff growth in recent budgets and acknowledged that earlier increases reflected strategic investments in digital transformation, marketing and HR.
- The transition of consultancy-based project roles into permanent internal expertise was supported as a more cost-effective and sustainable approach.
- Members emphasised the need to cap further support staff growth and ensure staffing levels remain aligned with institutional priorities and financial capacity.
- The potential for streamlining central functions and reducing duplication was highlighted.
- Members stressed the importance of clear accountability for staffing decisions and ensuring that new posts deliver measurable returns, particularly in research and strategic initiatives.
- View supporting a shift toward reassignment and reskilling rather than new hiring where possible.
- Members emphasised the need for a more structured approach to workforce planning, linking staffing growth to demonstrable outputs and long-term value.

6. STANDING ITEMS

6.1 PEOPLE & CULTURE

6.1.1 NOTED The D,HR updated members that oversight work is ongoing, including consideration by EC of updates on pulse survey pilots and a proposed wider rollout, as well as progress on the Cultural Framework with actions, ownership, and timelines identified. A comprehensive written update will be provided later in the year.

6.2 FINANCE

6.2.1 NOTED The CFPO provided extensive updates under the Budget Strategy and Finance Key Performance Indicators agenda items set out above.

6.3 RISK

6.3.1 NOTED The Corporate Secretary briefed members that a risk management workshop had taken place in the previous week with members of the Executive Committee, in relation to the Fundamental Risks assigned to them.

6.3.2 NOTED Positive feedback was provided on the workshop, with a member of the Governing Authority noting that it was very well organised and effective in facilitating discussion and debate on key risks. It was further noted that this type of workshop would be worthwhile to repeat, both at the level of the Fundamental Risk Register and, potentially, at local risk register level. Appreciation was expressed to the relevant team for their work in delivering the workshop.

6.3.3 NOTED The workshop formed part of a broader review of the Fundamental Risk Register, involving examination of each fundamental risk and consideration of risk descriptions, controls and associated actions, with a view to ensuring clarity and alignment with the University's strategic objectives.

6.3.4 NOTED A revised version of the Fundamental Risk Register will be brought forward to the Executive Committee as the next step in the governance process.

7. FOR APPROVAL

7.1 APPOINTMENTS

7.1.1 Promotion – Personal Chair

7.1.1.1 AGREED In accordance with the Policy for Internal Promotion to Professor (Personal Chair) to approve the appointment of [redacted] to Full Professor (Personal Chair).

7.1.2 Academic Staff Appointments

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

- [redacted] as Assistant Professor in Anatomy;
- [redacted] as Assistant Professor of Nursing (Intellectual Disability);

- [redacted] as Assistant Professor in Computer Science (Programming Languages);
- [redacted] as Associate Professor B in Computer Science (Algorithm Analysis);
- [redacted] as Associate Professor B in Speech and Language Therapy.

7.1.3 Support Staff Appointments

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

- [redacted] as Senior Administrator, Scheduling and Examinations;
- [redacted] as Administrator, Ceremonies Office;
- [redacted] as Business Development Manager (IBio);
- [redacted] as Executive Administrator, ATOM;
- [redacted] as Senior Library Assistant – Research Repository.

7.1.4 NOTED Memorandum from the Director, Human Resources entitled "Notification of appointments", dated 19 May 2026, which set out the appointments approved by the Governing Authority online since the last meeting on 21 April 2026.

7.1.5 NOTED Salary offer confirmations for April 2026.

7.1.6 NOTED Research funded contract appointments for May 2026.

7.2 CODE OF CONDUCT FOR MEMBERS OF THE GOVERNING AUTHORITY

7.2.1 NOTED The Chancellor reviewed a first draft of the Code but requested the item to be deferred to the June meeting.

8. FOR DISCUSSION

8.1 IRISH LANGUAGES OBLIGATION

8.1.1 NOTED Document from the Corporate Secretary entitled "Legal context and statutory obligations relating to the Irish Language", dated 19 May 2026.

8.1.2 NOTED Discussion regarding UL's obligations under the Official Languages Act and the Universities Act to promote and support the Irish language. Members noted that UL currently meets basic compliance, but responsibility is dispersed within the Corporate Secretary's Office, and no dedicated role exists to oversee implementation, reporting or wider Irish-language development. Opportunities for enhanced engagement, visibility and resourcing were highlighted.

8.1.3 AGREED A follow-up substantive paper will be brought forward after the summer, outlining practical measures to strengthen Irish-language provision, compliance and promotion across the University.

8.1.4 NOTED Existing resources, including the Department of Irish, Roinn na Gaeilge, and active student Irish-language societies, were acknowledged as potential contributors. Members noted growing national and sectoral interest in Irish and suggested that additional resourcing may be required to support enhanced activity.

8.2 DATES FOR 2027

8.2.1 NOTED Document from the Corporate Secretary entitled "Governing Authority meeting dates, cadence and training provision for 2027", dated 19 May 2026.

8.2.2 NOTED The intention is to hold around seven meetings per year, with scheduling adjusted to avoid long gaps between meetings.

8.2.3 NOTED Members suggested including a November meeting, retaining a May/June meeting, avoiding July and August, and bringing the September meeting forward to reduce the interval between meetings.

8.2.4 NOTED Standing Orders allow for emergency meetings via Microsoft Teams to address urgent matters between scheduled meetings.

9. FOR NOTING

9.1 FINANCE DEPARTMENT STRUCTURE

9.1.1 NOTED Document entitled "Memo update on Senior Finance Roles", dated 19 May 2026. The CFPO left the meeting for this item.

9.1.2 NOTED Discussion on the proposed restructuring of executive roles, including the discontinuation of "Chief" positions (i.e. CFO and COO) and a reversion to a director-level structure across administrative functions. It was noted that this approach simplifies governance arrangements, provides greater clarity of responsibilities, and reverses elements of prior restructuring. Members welcomed the reinstatement of the Director of Finance role, with Mr John Field returning to this position, and noted planned further appointments within the Finance Division. Members highlighted the importance of succession planning, notice periods, and continuity arrangements, particularly in light of the imminent retirement of the Director of Buildings & Estates. The Governing Authority was supportive of the changes as appropriate to the University's governance and welcomed the transparency and communication from the Executive on the matter.

9.1.3 [redacted]

9.1.4 NOTED The Finance Division will revert to a director-level administrative structure with Mr Field reinstated as Director of Finance. The revised structure will make provision for the recruitment of a Deputy Director of Finance and a Director of Financial Planning, Performance and Engagement.

9.1.5 NOTED A revised memorandum confirming that there is no change to the salary associated with the Director of Finance role will be provided at the next meeting.

9.1.6 NOTED The importance of strengthening succession planning arrangements across the University was emphasised, including at EC. It was noted that succession planning arrangements will be improved to support continuity, effective handover, and workforce

planning, with particular consideration being given to notice periods for senior roles and more robust forward planning processes.

9.2 SECTION.66 UPDATE

9.2.1 NOTED Document entitled “Renewal Programme Update – May 2026”, dated 19 May 2026.The President provided a short briefing on the update including that the completion rate for Renewal Plan recommendations accounted for could rise over 60% with the completion of Report 5.

10. ANY OTHER BUSINESS

10.1 Review of effectiveness of the Governing Authority

10.1.1 NOTED Governance Ireland were the successful tender in the recent competition and will commence the review shortly. It is likely that they will seek to attend in an observer capacity at the next meeting of the Governing Authority.

10.2 Subsidiaries Board

10.2.1 NOTED Discussion on the subsidiary board arrangements, including plans to establish a reconstituted single board for all subsidiaries other than Unijobs. The need for timely action to ensure effective governance and to address current vacancies was highlighted.

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

- Agenda Item 9.2: Section 66 Update

DOCUMENTATION OF NOTE

- Review of the Governance, Oversight and Rationale for Subsidiaries, Foundations and Trusts – Final HEA Response Template
- Resolution GA-26-01 Appointment of the President, University of Limerick