

**Minutes of the meeting of the Governing Body of Technological University of the Shannon:
Midlands Midwest**

Monday 24-11-25 at 10:00am. Midlands

Members

Josephine Feehily – Chair
Vincent Cunnane
Jos Gijbels (Teams)
John Griffin (Teams)
Tony Mahon
Pamela O'Brien
George O'Callaghan
Geoff Shannon
Gearoid Folan
Anne Cusack (Teams)
Catherine Collins
Noel Gavin
Marguerite Doyle (Teams)
Dara Lenihan
Kevin McLoughlin
Maureen Falvey
Colette Ryan

In Attendance: Jimmy Browne, Chief Operations Officer
Raphaella Kane, Chief Academic Officer
Bill Delaney, Secretary
Martina Moran, Minute Secretary

4. Apologies: Darina Kneafsey, James Ring.

Note: items are recorded in the order they were discussed.

SECTION A: STANDING ITEMS

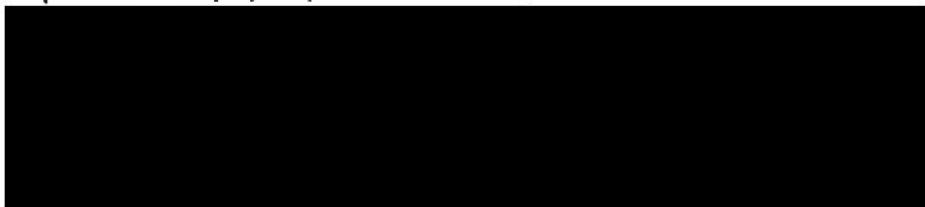
1. Chairpersons Opening

The Chair welcomed members to the meeting. The President was congratulated on the 2025 President's Award at the recent Limerick Chamber's Regional Business Awards for the transformative role he has played throughout his distinguished career spanning academic, regional development and leadership in higher education.

2. Approval of the Agenda

Item 11.1 will be tabled earlier, subject to this change the agenda was approved.

3. Expressions of Sympathy



5. Declaration of Conflicts of Interest or Loyalty

There was no declaration of Conflict of Interest or Loyalty.

6. Correspondence

No correspondence.

7. Minutes of Governing Body meeting of 20th October 2025

The minutes of 20th October were approved.

Proposed by G. O'Callaghan and Seconded by C. Collins.

8. Matters Arising

Almost 6,000 people attended the Open Days which took place on the Moylish and Clare Street campuses and almost 3,000 attended the Open Days which took place on the Midlands Campus.

9. Action Log

The Action Log was reviewed and updates were provided:

- Item #216- update provided – turn 'green'
- Item 31A – agenda item at today's meeting, if agreed will turn 'green'
- Item #181 – PMDS outstanding

'Green' items will be removed from the Action Log.

10. Risk Management

A response regarding Student Accommodation and Professorship is expected by the year end.

11.1 Students Union Special committee on the Housing Crisis in the European Union in the European Parliament and the Dail in relation to Student Accommodation

TUS SU President was invited by C. Mullooly, MEP, to sit on a panel of the Special Committee on the Housing Crisis in the European Parliament, Brussels. The recording of the panel discussion is available on oneAdvanced. SU President also took part in a podcast with C. Mullooly, MEP prior to the panel discussion.

TUS SU attended a Dáil meeting.

A National Student Walk Out was arranged by Students Union on 10/10/25. The key requests are: student accommodation, professorships, PhD Stipends. Further meetings have been arranged with TUS SU and Min. Lawless for December '25. TUS SU also had meetings with Limerick Council to discuss the Student Housing emergency in Limerick.

TUS SU were congratulated on highlighting and leading these issues from both a national and European dimension.

11. President's Strategic Update and Report

The President's report was noted.

The President thanked the Chair and TUS SU for attending the Graduation ceremonies which took place over 4 days (9 sessions in total), 3,800 graduates were conferred. The feedback from graduates and their families was very positive.

The CAO and TUS representatives attended TUS Just Transition Academy & Observatory Showcase in Offaly, which was well represented by industry, ETB and Offaly Co. Council.

The President met with Minister Lawless at the IBEC National Council meeting, and raised the issues re student accommodation, PhD stipends and professorships. These issues were also raised with senior people at the President's Inauguration Reception at Dublin Castle.

The CAO has recently joined the health Equity Regional Oversight Group.

The Connected Innovation symposium which took place on the Thurles campus was received very positively.

The Thematic Analysis of Cinnte Review was recently launched in TUD. Once the copy of the report is received it will be shared with Governing Body.

A Global Polymer Sustainability & Innovation summit 2025 (GPSIS 2025) took place at TUS 29th – 31st October 2025. This was a significant international event in materials innovation, high-value manufacturing and polymer sustainability, co-organised by TUS in partnership with Society of Plastics Engineers, SCF Processing Ltd., First Polymer Training and the Irish Polymer Group.

The President provided a strategic update on the recently announced partnership with Dundalk IT and Queen's university college Belfast.

SECTION B: ITEMS FOR DISCUSSION / APPROVAL

12. Audit & Risk Committee (ARC) Report 11th November 2025

A. Cusack briefed Governing Body on the ARC Report of 11th November 2025.

12.1 Risk Management – Strategic Risk Register

Noted.

The CAO has convened working groups who will report into a Steering Group on Artificial Intelligence. Policies will be developed, and a report will issue to the next ARC meeting.

12.2 Internal Audit:

12.2.1 Internal Audit Work Plan 25/26 Updates

Noted.

12.2.2 Review of IA Report on TUS Internal Financial Controls Sep 24 – Aug 25

On the recommendation of ARC, Governing Body approved the Report.

Proposed by A. Cusack and seconded by G. O'Callaghan.

12.2.3 Annual Report on Outsourced Internal Audit Activity 2025/25

Noted.

ARC are satisfied with the quality, feedback, engagement and assurances provided by the Auditors.

The President and VP Finance and Corporate Governance to consider utilising a similar template for external auditors open recommendations.

12.3 Internal Control Framework (ICF) Self-Assessment Return (SAR) 2024/25

Noted.

A sectoral review (facilitated by Deloitte) will take place in the next few months, and the

Control Framework will be reviewed in detail and will include a review of strategic and operational controls.

12.4 ARC & FPDC Annual Report 2024/25

Noted. FPDC meeting scheduled for 17/11/25 did not take place due to the absence of a quorum, FPDC were satisfied to bring this Report to Governing Body for information.

12.5 Annual Review of Effectiveness on System of Internal Control

On the recommendation of ARC, Governing Body approved the report.

Proposed by A. Cusack and seconded by N. Gavin.

2025 Follow Up – Internal Audit Open Recommendations

Noted. 17 items have now been completed.

Action	By whom	By when
ARC Report: Update on Artificial Intelligence (AI) Controls to be tabled to ARC	CAO	Next ARC meeting
Consider utilising similar template for external auditors open recommendations	President VP F&CG	January GB

13. People, Culture & Equality Diversity & Inclusion (EDI) Report 3rd November 2025

N. Gavin briefed Governing Body on the EDI Report of 3rd November 2025.

PMDS will be shared with Governing Body members.

13.1 Updated Terms of Reference for Sub-Committee

Terms of Reference as presented were approved.

Proposed by N. Gavin and seconded by C. Ryan.

The CAO and COO advised of an ongoing process regarding TUS internal sub-committees and will advise Governing Body once the process is complete.

13.2 TUS Gender Pay Gap Report 2025

On the recommendation of EDI, Governing Body approved the TUS Gender Pay Gap Report 2025.

This report will now be published by November 30th '25 deadline.

13.3 TUS Child Protection Policy 2026-28; TUS Child Protection procedures 2026-28; TUS Child Safeguarding Statement 2026-28

On the recommendation of EDI, Governing Body approved TUS Child Protection Policy 2026-28; TUS Child Protection procedures 2026-28 TUS Child Safeguarding Statement 2026-28 subject to clarification on whether academic staff are mandated persons (as per section 10.5 and Appendix 4 of Procedure) and if there is a requirement for an Annual Compliance Statement.

Proposed by G. O'Callaghan and seconded by C. Ryan.

The Document Control Record Template of all the policies will be updated after this meeting. Dr. Brendan Murphy was thanked for his input into the drafting of these policies.

Action	By whom	By when
PMDS – As previously requested by the Chair of the EDI Committee, provide the PMDS Scheme to the GB	President/VP	GB meeting January 2026
TUS Child Protection Policy 2026-28; TUS Child Protection procedures 2026-28; TUS Child Safeguarding Statement 2026-28 Query re: If Academic staff are mandated persons (as per section 10.5 and Appendix 4 of Procedure) Is there a requirement for an Annual Compliance Statement.	CAO	GB meeting 15-12-25

14. Removal & Relocation Expenses Policy

CAO withdrew from the meeting for this item.

The President and COO gave a background and update to this proposed new Policy which if approved will lend support to TUS being in a competitive position to attract a wide pool of applications for senior and leadership posts.

Governing Body approved the Policy subject to the following;

- insert a 'clawback' period
- Para 6.3 – include the following "subject to Conflict of Interest Policy"
- Para 7 – after "three years insert: "and in the event of the appointment of Professors in TUS being approved".

Proposed by N. Gavin and seconded by P. O'Brien.

SECTION C: ITEMS FOR INFORMATION/NOTING

15. Staff Appointments

Governing Body HR matters for TUS: Midlands Midwest 24/11/25 were noted.

16. Academic Council Elections Update

Noted.

The huge volume of work of Academic Council and the relevant sub-committees was acknowledged. The CAO advised that the streamlining of sub-committees is part of the ongoing process currently being reviewed.

17. OCAG Insights Publication "Providing good quality financial information"

The Chair drew attention to this very useful guidance document for both TUS executive Governing Body members and GB Committees published by the C&AG. She encouraged members to review it, to note the guidance in relation to responsibilities of the GB/Committee members and the examples of questions Members might consider asking.

In addition to GB, it will be made available to both the ARC and FPDC committees.

Following a discussion, it was proposed that the GB consider whether it receives and considers financial information sufficiently frequently.

Action	By whom	By when
Discussion paper on frequency of financial reporting to GB	President/VP Finance	GB meeting February

18. Apprenticeship Presentation – Deans of Engineering Midlands and Midwest

T. Mahon, Dean of Engineering Midwest presented an overview of the apprenticeship provision at TUS Midlands and Midwest, which was followed by Q&A. Members were advised of an embargo on sections of the presentation which are to remain confidential. The President advised that the draft Thurles Campus Report will be available for the December Governing Body meeting.

Action	By whom	By when
Draft Thurles Campus Report	President	GB meeting 15-12-25

SECTION D: AOB

15. AOB

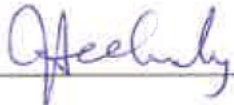
As there was no further business, this section of the meeting concluded at 13.25pm, and all TU connected members withdrew from the meeting.

16. Private GB Session – Non-TU connected members

The External Members reflected on the progress made during 2025, including putting in place an enhanced organisation structure, the positive indication in relation to the creation of Professor positions and student accommodation.

Action	By whom	By when
Full details of the proposed arrangements regarding Professor positions in TUS to be discussed at GB	President	GB meeting January 2026

The next meeting will take place on 15th December 2025, Midwest Campus.

Signed: 
Chair of TUS Governing Body

Date: 15-12-25