

MEETING OF THE GOVERNING BODY & EXECUTIVE BOARD STRATEGY SESSION (MORNING)

MONDAY 23 MARCH 2026 @ 10:00

THE GATEWAY HOTEL, DUNDALK, CO LOUTH

Governing Body Participants:

Prof. Thomas (Tom) Collins	Chair
Ms. Anna Shakespeare	Vice Chair
Dr. Diarmuid O’Callaghan	President
Ms. Ann Marie Lacey	
Ms. Antoinette Rourke	
Ms. Ciara O’Shea	
Dr. Fatima Hamroush	
Mr. Gerard O’Brien	
Dr. Jennifer Brennan	
Ms. Madeleine Thornton	
Mr. Martin Long	
Mr. Patrick W. Malone	
Mr. Patrick McCormick	
Ms. Paula McCaul	
Prof. Paul Moynagh	
Mr. Richard Hanlon	
Ms. Tobi Bewaji	
Mr. Tommy Fanning	

Executive Board in attendance for Strategy Day (morning):

Dr Breda Brennan	Head of School of Engineering
Dr Sheila Flanagan	Vice President for Academic Affairs & Registrar
Dr Edel Healy	Head of School Health & Science joined at 11:30
Dr Patricia Moriarty	Head of School Business & Humanities
Ms Irene McCausland	Vice President of Strategic Planning, Communications and Development
Ms Caroline Pigott	Vice President for Finance & Corporate Affairs

In attendance for Strategy Day (morning)

Dr. Moira Maguire	Head of Teaching & Learning joined at 11:30
Mr. Ciaran Sheelan	Data Analyst joined at 11:30

No response:

Ms Rosheen Hornby

Strategy Day

A strategy workshop between Governing Body and Executive Board members took place from 10:00 a.m. to 13:00.

MAIN GOVERNING BODY MEETING COMMENCED AT 13:30



G. 326

MINUTES OF MEETING OF THE GOVERNING BODY

MONDAY 23 MARCH 2026 @ 13:30

THE GATEWAY HOTEL, DUNDALK, CO LOUTH

Participants:

Ms. Anna Shakespeare	Vice Chair (Chaired Governing Body meeting)
Dr. Diarmuid O'Callaghan	President
Ms. Ann Marie Lacey	
Ms. Antoinette Rourke	Left at 14:20
Ms. Ciara O'Shea	
Dr. Fatima Hamroush	
Mr. Gerard O'Brien	
Dr. Jennifer Brennan	
Ms. Madeleine Thornton	
Mr. Martin Long	
Mr. Patrick W. Malone	
Mr. Patrick McCormick	
Ms. Paula McCaul	
Prof. Paul Moynagh	
Mr. Richard Hanlon	
Ms. Tobi Bewaji	
Mr. Tommy Fanning	

Apologies for Governing Body Meeting (afternoon):

Prof. Thomas (Tom) Collins	Chair
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No response:

Ms Rosheen Hornby

Attending GB Meeting:

All agenda points:

Ms. Caroline Pigott	Secretary to the Governing Body and Vice President for Finance & Corporate Affairs ("Secretary" / "VP FCA")
Ms. Valerie Ward	President's Office

Declarations of Interest

None.

Ms. Anna Shakespere, Vice Chair of Governing Body chaired the meeting in the absence of the Chair Prof. Tom Collins.

G.326.1 Draft Minutes of Meeting G325 held on Tuesday 24 February 2026

The Draft Minutes of Meeting G325 held on Tuesday 24 February 2026 were approved.

Proposed by: Mr Paddy Malone

Seconded by: Mr Gerry O'Brien

G.326.2 Matters Arising

None.

G.326.3 President's Report & Personnel Report

The President walked members through the President's Report, drawing attention to the most pertinent aspects.

The President gave an overview of recent appointments and progressions across the Institute.

G.326.4 Finance Committee

The Finance Chair provided a verbal update on Finance meeting dated 10 March 2025.

The Finance Chair wished to note his appreciation on behalf of the Finance Committee for the verbal briefings from the Vice President for Finance & Corporate Affairs and the Financial Analyst who joined the Finance meeting on the 10 March.

a) Minutes dated 20 November 2025

The Finance Minutes dated 20 November 2025 were noted.

b) Programmes and Budgets 2026

The attached documentation was circulated for review by email to Governing Body on the 12 March 2026 given the HEA submission deadline of 20 March 2026.

The Finance Chair, Vice President for Finance & Corporate Affairs and the President provided verbal outline on the Programmes & Budgets, followed by discussion with Governing Body members.

The Finance Committee, at their meeting of 10 March 2026, adopted the Budget Submission re 2026 and recommended for approval by Governing Body via email (12 March 2026).

The Governing Body reviewed and approved the 2026 Budget Submission via email to the Vice President for Finance and Corporate Affairs. As the HEA deadline of 20 March 2026 preceded this meeting, the submission had already been forwarded to the HEA.

The Governing Body proceeded to formally record its approval of the 2026 Budget Submission in the minutes

Proposed by: Ms. Paula McCaul
Seconded by: Ms Ann Marie Lacey

c) DkIT Sport Limited Financial Statements for the year ended 31 August 2025

The enclosed financial statements have been approved by the Board of Directors of DkIT Sport.

These financial statements are consolidated into the Institute's financial statements (currently being audited by the C&AG).

The Chair of the Finance Committee outlined that a number of recommendations as to the content and authorised signatory of the financial statements had been made to the directors of DkIT Sport.

The Finance Committee adopted the financial statements, and recommend for approval by Governing Body, subject to any queries or clarifications.

The President outlined that DkIT Sport will be going out for tender soon and he will be meeting with the Executive Board to discuss DkIT Sport prior to going to tender. The Governing Body approved the financial statements.

Proposed by: Ms Jennifer Brennan
Seconded by: Mr Paul Moynagh

d) DkIT Connect DAC Financial Statements for the year ended 31 August 2025

The enclosed financial statements have been approved by the Board of Directors of DkIT Connect DAC.

These financial statements are consolidated into the Institute's financial statements (currently being audited by the C&AG).

The Chair of the Finance Committee outlined that a number of recommendations as to the content and authorised signatory of the financial statements had been made to the directors of DkIT Connect.

The Finance Committee adopted the financial statements, and recommend for approval by Governing Body, subject to any queries or clarifications.

The Governing Body approved the DkIT Connect (DAC) financial statements for the year ended 31 August 2025.

Proposed by: Mr Paddy Malone
Seconded by: Mr Martin Long

e) Draft Letter of Representation C&AG: Appendix A – Cover Letter; Appendix B – Draft Letter of Representation

The Finance Chair provided verbal update and informed the Governing Body this is a standard document from the C&AG.

The draft letter of representation is a written statement signed by the President and Governing Body Chair that confirms the accuracy and completeness of the financial statements.

- Acknowledgement of responsibilities
- Compliance with legal and other authorities
- Confirmation of key account items
- Adequacy of controls and security of Information and Communication Technology (ICT) systems
- Annual Report (where appropriate)

The Finance Committee approved the draft letter of representation, and recommend for approval by Governing Body, subject to any queries or clarifications.

The Governing Body approved the draft letter of representation.

Proposed by: Ms Ann Maire Lacey

Seconded by: Ms Jennifer Brennan

f) Policies:

DkIT Fee Waiver Report & Policy on Fee Reductions, Waivers, Discounts and Scholarships DkIT

These documents outline the policies and procedures governing the administration of fee reductions, fee waivers, discounts, and scholarships at Dundalk Institute of Technology (DkIT) along with the maximum financial cost. In general, a fee waiver/reduction/discount is not recouped from another source, and as such reduces the students fee liability and Institutes income. (In a limited number of cases, fees may be recouped through other sources (e.g., employers). This policy brings transparency as to decisions made locally on the various discounts and refunds throughout the Institute.

The Finance Committee adopted this policy as a working document and recommend for noting by Governing Body.

The Governing Body noted the DkIT Fee Waiver Report.

G.326.5

Land & Buildings Committee

The L&B Committee Chair provided a verbal update of the main points arising from the meeting on the 23 February 2026.

Upgrade of North and South Buildings as part of National Development Plan and Tertiary Sectoral Investment Plan along with Shared Island Proposal were discussed at the L&B Buildings committee. A number of requests from sporting organisations had been brought to the L&B Committee and the Chair outlined that these requests have been referred back to the Executive Board.

a) Minutes of Meeting No. 40 dated 21 October 2025

The Minutes were noted.

b) Land & Buildings Terms of Reference

The L&B Committee reviewed the enclosed Terms of Reference at their meeting on 23 February 2026 and recommend for approval by Governing Body, subject to any queries or clarifications.

An annual report will be compiled for the Land & Building Committee similar to other subcommittees.

The Governing Body approved the Terms of Reference for Land & Buildings.

Proposed by: Mr Gerry O'Brien

Seconded by: Ms Ciara O'Shea

G.326.6

Academic Council Minutes

Minutes No 202 dated 21 November 2025.

The Minutes No 202 dated 21 November 2025 noted.

The President provided a verbal update of the main points arising from a meeting on 20 February 2026

G.326.7

Health & Safety

The President provided a verbal update on the series of documents circulated prior to this meeting.

- Memo Annual Overview for the Governing Body 2025
- Evaluation of Compliance Audit Functional Area Safety Committees
- Programme of Works ISMC 2024 – 2025

The documents circulated provide a brief outline of some of the main tasks completed by ISMC (Institute Safety Monitoring Committee), which forms part of the DkIT Occupational Health and Safety Management System. The tasks listed within the POW fulfil our obligations under the Safety, Health and Welfare at Work Act 2005.

The following key activities were undertaken in 2025:

- The DkIT Parent Safety Statement, which includes DkIT's Occupational Health and Safety Policy, was reviewed in consultation with the President and approved by both the ISMC and the Executive Board in January 2025.
- Supporting Ancillary Safety Statements and Risk Assessments were reviewed by each School and Functional Area, as required annually.
- The ISMC held three meetings throughout the year to consult on matters pertaining to health & safety, fulfilling our legal obligations under Section 26 of the Safety, Health, and Welfare at Work Act 2005. Minutes from these meetings have been issued to the President's office.
- The annual evaluation of compliance audit report was completed at the final committee meeting of the year, with inputs from all Functional Area Safety Committees (FASC). The 2025 report, completed by all Schools and Functional Areas, is attached.
- All accidents, incidents, and near misses were recorded and investigated in accordance with DkIT's Accident and Incident Reporting Procedures, with reports submitted to the Health & Safety Authority (HSA) where applicable.

- The H&S budget was received, and allocations were made and spent by all FASC's as per their approved budget submissions.
- Fire drills were carried out twice last year on campus (April & October). Reports were made to the ISMC following each drill.
- All safety-related documentation was made available on the Institute's Web/Safety page for staff to view.

The Health & Safety documents were reviewed and noted by the Executive at their meeting on Wednesday 4 March 2026 and presented for noting by Governing Body, subject to any queries or clarifications.

The Governing Body noted the health and safety documents.

G.326.8

DKIT IP Policy

The DkIT IP Policy was reviewed and noted by the Executive at their meeting on Wednesday 4 March 2026 for adopting by Governing Body, subject to any queries or clarifications.

The Governing Body raised a number of observations in relation to the IP policy that will be brought back to the Executive for review. Governing Body agreed to adopt the current DKIT IP Policy as a working document pending receipt of the updated policy at a future meeting.

G.326.9

AOB

Bank Mandate:

Ms Anna Shakespeare, Vice Chair outlined the details of changes proposed by the Finance Manager to the bank mandates of Dundalk Institute of Technology and the subsidiary companies, DkIT Sport Limited and D-Connect DAC.

The Governing Body approved the changes to the Bank Mandates.

Proposed by: Mr Gerry O'Brien
Seconded by: Ms Jennifer Brennan.

Meeting concluded at 14:30.

Ms. Anna Shakespeare
Vice Chair of the Governing Body