

Higher Education Authority
Report of Meeting of the Board of the HEA held on 6th November 2023

- Present:
- Mr Chris Clifford (agenda items 1-16)
 - Mr Tony Donohoe (agenda items 1-16)
 - Dr Judith Eaton (agenda items 1-16)
 - Dr Sharon Feeney (agenda items 1-16)
 - Mr Michael Horgan, Chairperson (agenda items 1-16)
 - Ms Darina Kneafsey (agenda items 1-16)
 - Dr Sinéad O’Flanagan (agenda items 1-16)
 - Mr Pól Ó Móráin (agenda items 1-16)
 - Dr John Wall (agenda items 1-16)
- In attendance:
- Professor Daniel Carey, IRC Chair (agenda items 1-16)
 - Professor Marie Clarke, SETL Committee Chair (agenda items 1-16)

 - Dr Alan Wall (agenda items 1-15.1)
 - Ms Orla Nugent (agenda items 1-15)
 - Mr Padraic Mellett (agenda items 1-15)
 - Ms Caitríona Ryan (agenda items 1-15)
 - Mr Tim Conlon (agenda items 1-15)
 - Dr Vivienne Patterson (agenda items 1-15)
 - Dr Louise Callinan (agenda items 1-15)
 - Ms. Pearl Cunningham (agenda items 1-15)
 - Mr Peter Brown (agenda items 1-15)
 - Ms Sheena Duffy (agenda items 1-15)
 - Ms Orla Christle (agenda items 1-15)
 - Mr Colin Cooper (agenda item 4)
 - Dr Deirdre Quinn (agenda item 7)
 - Dr Richard Brophy (agenda item 7)
 - Ms Valerie Harvey (agenda items 8, 9)
 - Mr David O’Reilly (agenda items 8, 9)
 - Dr Victoria Brownlee (agenda item 10)
 - Ms Bláithín Mc Donald (agenda item 10)
 - Dr Daráine Murphy (agenda item 10)
 - Dr Mark Empey (agenda item 10)

Opening Remarks

It was agreed that the HEA should write to the family of the late Dr Chuck Feeney following his recent death. Dr Feeney’s Atlantic Philanthropy funding initiated and ensured the success of the Programme for Research in Third Level Institutions (PRTLII), which in turn contributed to the scaling up of research in Ireland’s HEIs. Dr Feeney’s generosity and commitment to Irish third level institutions was instrumental in launching a new era of research in our Universities.

The Chair advised Members that he received a letter from the Minister advising that he has appointed ten new Board Members, following a process undertaken by PAS. He anticipates these appointments commencing from 10th November 2023. It was suggested that the members of the incoming Board may wish to meet members of the outgoing Board as part of their induction briefing.

Conflicts of Interest

No conflicts were identified by Members.

Quorum

The quorum for HEA Board meetings, six members, was met.

1. Report of previous meeting

The reports of the Board Meeting held on 19th September and the Special Meeting of the Board on 10th October 2023 were approved.

2. Matters arising

2.1 Reappointment of the CEO

The Chair advised members that he would follow up on his letter to the Minister in relation to the reappointment of Dr Wall as CEO.

2.2 Update on TU Dublin

2.2 Members were advised that the CEO, Ms Nugent and Ms Cunningham have had ongoing engagement with the Chair, President and COO of TU Dublin. The University confirmed that the recommendations of the BDO report have been implemented. There continues to be concerns regarding TU Dublin's deteriorating financial position and TU Dublin requested ongoing assistance from the HEA. It was agreed that the HEA will commission a third party to prepare a recovery plan. TU Dublin have initiated a review of financial processes and structures.

3. Report of the Finance Committee

3.1 Dr O'Flanagan presented the report of the Committee's meeting held on 24th October.

3.2 Periodic Review of the Effectiveness of the HEA Finance Committee

This review was carried out using the Governance Ireland review as a template. The Committee recommended that a Finance sub-committee of the HEA Board should be maintained. This provides time for a detailed review and a proactive opportunity for thorough questioning of financial documents, that would not be practical during a Board meeting.

Decision: The Board noted the Committee’s periodic review

3.3 Innovation and Transformation Fund – Final Balancing Payment

Decision: The Board approved the balancing payment of €47,465 under the Innovation and Transformation Fund Call 2018.

3.4 Fund for Students with Disabilities (FSD) Contingency Fund 2023

The Committee queried the circumstances which gave rise to underspend on both the FSD Strategic Initiatives and FSD 2022 allocation and was satisfied with the Executive’s assurances that there will be an increased demand across the HEIs for the FSD, particularly for those students with higher needs.

Decision: The Board approved the allocation of an additional €176,723 from FSD Strategic Initiatives underspends and an additional €103,553 from underspends from FSD 2022 allocations to the FSD Contingency Fund.

3.5 Research and Innovation Allocation 2024 - Methodology & Allocation

Decision: The Board approved the approach to the allocation of Research and Innovation funding to the Institutes of Technology and Technological Universities to take effect in 2024.

3.6 North-South Research Programme – Year 2 Payments

The Committee noted the second tranche of payments processed by the HEA in October 2023 for awards made under Call 1 of the North South Research Programme. Details of institutional payments are outlined in the table below.

Breakdown of NSRP award values and payments per institution			
Higher Education Institution	Total Budget Amount Approved €	Year 1 Payments (2022) €	Year 2 Payments (2023) €
Atlantic Technological University	313,617.00	151,821.50	130,434.00
Dublin City University	399,743.00	183,336.50	176,433.00
Maynooth University	383,063.00	179,578.50	165,179.00
University of Galway ¹	5,030,695.00	2,324,641.72	1,569,561.00

¹ SUGARCOAT, a Strand I project changed their Lead Administrative/Governance Institution from University of Galway to University College Dublin in January 2023. The figures for 'Total Amount Approved' per institution above reflect the change, and Year 1 and Year 2 payments are accurate per institution at the time of payment.

RCSI University of Medicine and Health Sciences	1,345,858.00	637,541.50	573,733.00
Technological University Dublin	594,219.00	283,259.50	251,538.00
Technological University of the Shannon	397,947.00	187,960.50	170,193.00
Trinity College Dublin	9,176,023.00	4,002,588.27	2,763,343.00
University College Cork	1,586,422.00	771,075.00	656,707.00
University College Dublin	10,125,050.00	4,204,998.76	3,076,764.00
University of Limerick	7,933,424.00	3,323,198.25	2,184,001.00
Total	37,286,061.00	16,250,000.00	11,717,886.00

3.7 Forecast 2023 and Management Accounts September 2023

The Committee noted that based on projected expenditure, the HEA's Administration grant drawdown is expected to be €4.2m less than the budget allocation of €15.2m. This is primarily due to delays in fit out of the HEA offices and the delay in sanction and consequent recruitment of staff.

Members noted the Committee's Report.

4. Reports of the Audit and Risk Committee held 11th September and 23rd October

4.1 Ms Kneafsey presented the Committee's reports. She noted that the Board received a verbal presentation of the September meeting at the September Board meeting so focused on the report of the October meeting.

4.2 Comptroller and Auditor General 2022 Audit Management Letter

Members were advised that the Committee met the C&AG and considered its management letter issued on foot of the 2022 audit. The Committee was pleased to note just three low rated findings were identified as part of the audit.

4.3 Cyber Maturity Assessment Report

The Committee considered an internal audit review undertaken by the HEA's internal auditors. Overall, the assessment found that the HEA is well ahead of the benchmark average for the higher education sector and other public bodies. The assessment found many essential policies and procedures have been put in place by the HEA.

4.4 Audit and Risk Committee Annual Report

Decision: Members approved the Committee's annual report

4.5 Reappointment of Internal Auditors

Decision: The Board approved the reappointment of Deloitte as internal auditors for a further 12 months.

4.5 Treasury Management Policy

Decision: The Board approved HEA's Treasury Management Policy.

4.6 Members only session

At the members only session the Committee noted the tremendous progress made over the last number of years particularly:

- Finance
- IT and Cybersecurity
- Quality of data and documentation

The Committee considered a new risk regarding legislation (more explicit responsibilities and therefore potential exposure) facing the organisation. The Committee also recommended there should be a level of continuity in terms of possibly one member remaining on the Audit and Risk Committee to aid transition.

The Board Chair noted that membership of the new committees will be a matter for the new Board.

Members noted the Committee's report.

5. Report of the Student Engagement and Teaching & Learning Committee

5.1 Professor Clarke presented this report. She updated members on a call for expressions of interest for the development of new open courses (www.opencourses.ie), and the evaluation process and criteria created to ensure a comprehensive review of each proposal. The call for Open Courses development, offers institutions the opportunity to innovate and elevate professional development in teaching and learning through new courses, course updates, and large-scale deliveries, with potential funding up to €20,000. The evaluation and award process is expected to be completed by year end. The Committee also considered a discussion paper on Student Engagement and offered to assist the Executive with a forthcoming facilitated session on student engagement and progression. A subgroup of the T&L Committee would also look at the availability of data within and across the system. The Committee had received presentations on the Teaching and Learning pillar of the System Performance Framework and the N-TUTORR project and suggested an event be scheduled to showcase the investment in SATLE and N-TUTORR and Human Capital Initiative projects.

5.2 It was confirmed that current HEA Board members would cease to be members of the Committee on 9th November. The Committee will continue to have a quorum pending the appointment of new HEA Board members to the Committee in January.

Decision: The Board noted the Committee's Report and approved the process in respect of awards for the development of additional open courses.

6. Report of the Irish Research Council

6.1 Professor Carey presented the Committee's report. He updated members on discussions with the Minister on the new agency noting that proposals for an AHSS Council within the new agency are no longer under consideration. The expected commencement date for the new agency has now moved to Spring 2024. The emerging name for the new agency is 'Research Ireland – Taighde Eireann'. The CEO advised that the Office of the Parliamentary Counsel to the Government (OPC) has requested changes to the draft legislation dealing with the relationship between the HEA and the new agency. Subsequent to the Council's last meeting the Council and Director met Professor Philip Nolan. He indicated that it was proposed to have a second consultative process nine months after the new agency has been established. Further details are included in the Executive Report. Mr Brown clarified that the proposal that the IRC would become a directorate of the new agency will be an interim arrangement.

6.2 Other issues raised included PhD Stipends, collaboration with the Royal Irish Academy and the issue of regional balance of Laureate awards. This was something the new agency may wish to consider. As is standard to research funders nationally, the Council uses only overseas assessors, who may not always have in-depth knowledge of the Irish HE landscape and in particular recent developments. Unless there are regional focused schemes, the most appropriate way of addressing regional imbalances would be to build research capacity across all HEIs. The TUTF and TU Rise schemes were noted.

Decision: Members noted the Council's Report.

7. Memorandum B42/23 Corporate Strategic Plan

7.1 Mr Conlon introduced the updated Corporate Strategic Plan outlining changes to the plan since it was last considered by members. 110 stakeholders were invited to make submissions on the Plan, the response rate was around 30%. DFHERIS was invited to submit its views but did not respond. The Plan, subject to any further Board comments, will go to the Minister who then has 30 days to consider the plan in accordance with S. 20 (4) of the HEA Act.

7.2 The following issues were raised:

- The vision focused just on the HE system, should reference also be made to the HEA itself? It was agreed that it would be amended to reference the role of the HEA as an enabler for the HE system. This was well articulated in the mission of the HEA.

- In the Chairperson’s foreword the reference to institutions in paragraph 5 should be replaced with a reference to Governing Bodies, Presidents, and senior leadership in the institutions.
- Additional reference should be made to lifelong learning and apprenticeship education (e.g. the National Apprenticeship Office) given its explicit reference in the HEA Act 2022. It was agreed this could be addressed under Skills goals.
- The KPIs for Research appeared to be light. Mr Conlon advised that it was difficult to be more explicit in the absence of the legislation for the new agency and the Minister’s own strategy for tertiary education. It was agreed to add an additional piece in the preamble to reflect the HEA’s ambitions for research.

Decision: Members approved the draft Plan subject to the above comments. The Plan will now be submitted to the Minister.

8. Graduate Outcomes Survey Class of 2022 National Report

8.1 Ms Harvey introduced this item. She noted there has been an increase in employment with corresponding reductions in further study, compared with the Class of 2021 and 2020. The overall picture is one of a strong labour market for recent graduates. The report will be available in the form of an interactive year-on-year dashboard published on the HEA website, accompanied by a “key findings” explainer and ongoing releases of the HEA’s Info-byte series which will focus on areas of interest within the Survey.

8.2 Members complimented the Statistics Unit on this excellent report and raised the following points;

- The response rate to the survey: Ms Harvey advised that the overall response rate of 50% compared favourably with other international reports. This was down to hard work at institutional level.
- While this report contained very useful data, it was important that its contribution to an evidence based debate on the value and relevance of higher education qualifications was not overlooked.
- The employment rates for the new technological universities were impressive, this is something HEA communications may wish to highlight.
- Reasons for the relatively high unemployment rate for ICT graduates. Ms Harvey noted this was consistent with previous years and that ICT graduates tended to have disjointed employment records relative to other graduates. They also had above average earnings.
- Consideration should be given to an alternative wording for ‘undergraduate graduate’

Decision: Members approved the Graduate Outcomes Survey – Class of 2022 national report for publication

9. Review of Graduate Outcomes Survey

9.1 Ms Harvey introduced this item. Work on the current iteration of the Graduate Outcome Survey commenced in 2015 with the first report issuing in 2018. Prior to then the HEA had,

since 1982, been publishing a First Destinations Survey. She outlined a number of developments since 2015 including:

- The establishment of the Educational Longitudinal Database (ELD) based in the CSO. There are currently 10 years of longitudinal data available from the ELD, and it covers graduate employment and further study, salaries, sectors of employment and size of employer. It does not include overseas employment or further study.
- The introduction in 2022 of the European Graduate Tracking Initiative. Seventeen countries participated in the first survey, and it is set to expand when the next survey is published in 2026.
- Changes to the HE landscape in Ireland including the establishment of new Technological Universities.
- The enactment of new HEA legislation which places the System Performance Framework 2023-2028 on a statutory footing.

9.2 She outlined five principles which she proposed should underpin the review.

- Reflect the higher education landscape, now and into the future.
- Be of the highest quality. Ireland should continue to lead internationally by expanding on a reliable and accurate evidence base for policy makers, HEIs, prospective students and other stakeholders.
- Be obtained as efficiently as possible. The methodology and operation of graduate surveying should be fit-for-purpose and efficient.
- Be accessible and joined up.
- Support the System Performance Framework and other national policy frameworks.

She concluded by outlining the proposed process for the review which will consist of a data validity assessment which will be carried out by the CSO and a consultation with stakeholders facilitated by independent consultants.

9.3 Members welcomed the review and raised the following issues;

- How might the HEA assist the HEIs with the costs associated with the survey? Ms Harvey advised that the HEA currently provide funding to the HEIs to cover some of their survey costs. The HEA also arranged a centralised survey for the TUs on banner but the response to this has been mixed. Dr Patterson noted that institutions would prefer to continue to manage their own surveys, this enables them to add specific questions and take measures to ensure a high response rate. Members were advised that some institutions have outsourced the graduate survey to professional firms.
- Could the HEA develop an app which the HEIs could use for the survey?
- Are there plans to include more private institutions in the survey? Members were advised that the Executive has had discussions with Higher Education Colleges Association (HECA). Currently DBS participate in the survey and NCI hope to participate when resources become available. Members note that this matter may become clearer when discussions on the designation process get underway.
- Capacity to track the outcomes of graduates who work overseas. Ms Harvey advised that HEI surveys include data from graduates working overseas but the CSO survey does not. The European Graduate Tracking Initiative might be one option.

- Consideration should be given to looking at more than just a data validation exercise by the CSO. It would be important the HEA continues to lead on this survey, it has proven to be nimble and flexible, and it would be important that this be retained following this review.
- How will this review fit in with the planned DFHERIS skills initiative? It was also noted that there is a need to capture the significant work HEIs are undertaking in the area of micro-credentials. Dr Patterson agreed it would be important for the HEA's review to align with work of DFHERIS once a clearer picture emerges. The HEA is planning to survey outcomes from the Springboard and HCI initiatives. Capturing life-long learning data will form part of the SRS review. The CEO noted that Dr Patterson and Mr Conlon will be spearheading an initiative on evidence for policy.

Decision: The Board approved the proposal to carry out a review of the Graduate Outcome survey.

10. Funding for technological sector capacity building: Technological University Research and Innovation Supporting Enterprise (TU RISE) scheme and Technological Sector Advancement Fund (TSAF)

10.1 Dr Brownlee introduced these items. Under the TU RISE scheme €83.68m is available to higher education institutions in the technological sector to support research capacity building with a focus on enhancing engagement with regional enterprises. TU RISE is co-financed by the Government of Ireland and the European Union (European Regional Development Fund) through the Southern Eastern and Midland (SEM) Regional Programme 2021-27 and the Northern and Western (NW) Regional Programme 2021-27. €63.68m is available under the SEM Programme and funding of €20m is available under the NW Programme. A total of €20.92m is available for dispersal in Year 1 of the fund. Projects proposed under the SEM programme totalled €90.26m with projects for the NW programme totalling €19.99m.

10.2 The Executive reviewed submitted applications in line with the methodology and assessment criteria set out in the TU RISE Implementation Plan, this provided for four members of the Executive undertaking an independent assessment of the funding proposals in line with the assessment criteria and scoring matrix set down for the scheme. A consensus meeting of the review panel was held on 5th October 2023 to discuss the applications and agree overall scores for each application. Six of the seven applications were deemed to meet the minimum scoring threshold to be considered for funding. Following receipt and acceptance of a revised proposal from the seventh applicant, it was agreed to recommend the following project allocations in respect of the SEM Regional Programme

Institution	Proposed allocation	% of SEM programme
MTU	€ 14,600,000.00	23%
TU Dublin	€ 13,600,000.00	21%
SETU	€ 13,600,000.00	21%
TUS	€ 12,000,000.00	19%
DKIT	€ 5,000,000.00	8%
IADT	€ 3,600,000.00	6%

Allocation total	€	62,400,000.00	98%
Total fund	€	63,681,173.00	
Variance	-€	1,281,173.00	2%

The panel recommended the following project allocation in respect of the NW regional programme;

Institution	Proposed allocation	% of SEM programme
ATU	€ 19,600,000.00	98%
Total fund	€ 20,000,000.00	
Variance	-€ 400,000.00	2%

Members were advised that it was proposed to allocate 2% of both programmes to cover administrative costs. This is subject to ongoing discussions with DFHERIS and DPENDPDR and accordingly no administrative overhead is being retained from the Year 1 funding allocation (€20.92). MTU will instead receive a frontloaded payment in Year 1 (€3.65m of their project allocation plus an additional €420k). Dr Brownlee concluded with an overview of the proposed process for project monitoring and reporting for the duration of the scheme. The requirements of this process are expected to be finalised in Q1 2024 following engagement with the scheme's Management Authorities.

10.3 The following issues were raised;

- How will compliance with State Aid rules be monitored? Members were advised that the terms of the scheme make clear that institutions are responsible for ensuring that funded activities are compliant with State Aid. As part of the project approval process, the Executive will require institutions to provide information on the internal systems and processes in place to ensure compliance with the terms and conditions of the scheme, including State Aid. The Executive noted that they may engage Mazars to support the review of project approval documentation.
- Was consideration given to external involvement in the assessment process? Members were advised that the assessment of applications adhered to a robust and transparent assessment process approved by the scheme's Managing Authorities and the European Commission. This included defined assessment criteria and a scoring matrix, which was set out in the TU RISE call documentation as well as the Implementation Plan for the scheme.

Decision: Members complimented the Executive for securing this funding and approved project allocations totalling €62.4m in respect of the SEM Regional Programme and €19.6m in respect of the NW Regional Programme. The approach to monitoring and reporting was also approved.

10.4 Dr Brownlee presented the proposed project allocations under the Technological Sector Advancement Fund (TSAF). There were proposals from the 5 TUs, DKIT, IADT and two sectoral proposals. Following assessment of the proposals received, the Executive is recommending that six project allocations be approved. The Executive is engaging with DFHERIS in relation to the IADT proposal and a positive recommendation on funding is

expected to follow in early 2024. Dr Brownlee concluded with an outline of the arrangement for monitoring and reporting under TSAF.

The proposed project allocations under TSAF are as follows:

Institution	Proposed allocation	% of fund
ATU	€8,500,000.00	11%
DKIT	€3,200,000.00	4%
MTU	€7,500,000.00	10%
SETU	€9,500,000.00	12%
TU Dublin	€9,500,000.00	12%
TUS	€7,000,000.00	9%
Allocation total	€ 45,200,000.00	58%
Total fund	€ 50,000,000.00	100%
Balance	€ 4,800,000.00	

10.5 The following issues were raised;

- The quality of the two sectoral proposals for funding. Members were advised that the proposal focusing on a network for open research exchange, which involved the 5 TUs, needed to provide further information on the approach and alignment with national research policy initiatives (e.g. NORF). The other sectoral proposal involving the 5 TUs, DkIT and IADT focuses on the creation of an inclusive body to advocate for, and represent, the technological sector on those matters that are agreed to be of common concern. The Executive is engaging with Presidents to further understand the outputs and timelines of this proposal.
- Is there a process for recovery of funding where conditions are not adhered to? Dr Brownlee confirmed that wording noting this condition would be included in the letters of allocation to institutions.

Decision: Members approved the proposed project allocations under TSAF totalling €45.2m, as detailed above, as well as the process for monitoring and reporting under the TSAF.

11. Supports for Research

11.1 Dr Callinan presented this Memorandum. The need to strengthen the funding of IReL was noted in particular.

Decision: Members approved the allocation of €6.45m as follows;

- IReL €3.6m
- European Universities Initiative €1.55m
- National Open Research Forum (NORF) €0.75m
- Digital Repository Ireland (DRI) €0.2m
- The All-Island Network for Research Support Professionals (AIREN) €0.192m
- Odyssey Programme €0.158m

Decision: Members also approved a contribution by the HEA to research integrity training costs for 2024-2026, at a total cost to the HEA of €172,500 (€57,500 per annum in 2024, 2025, and 2026).

12. Tender for the Provision of Legal Services

Decision: The Board approved the appointment of Eversheds Sutherland LLP as the HEA's legal advisors with Philip Lee LLP being an alternative provider in the event of Eversheds being unable to act for the HEA for whatever reason.

13. Executive Report

The following issues were raised by the CEO;

13.1 End of year Recurrent Grant allocations

The Board approved the approach to be taken by the Executive in preparing the 2023 outturn and the 2024 grant allocation. For the 2023 outturn the approach will be consistent with previous years, where year end balances will go towards free fees. Should any exceptions arise, these will be brought to the attention of the new Board. The Executive will continue to prepare for the 2024 recurrent grant allocation.

13.2 Athena Swan Charter

Members were advised that the Executive has received a number of requests under Freedom of Information legislation in relation to Athena Swan.

13.3 National Tertiary Office

The CEO advised members that c. €400k has been allocated to those institutions participating in the pilot pathways from Further Education to Higher Education Programme. This represents a payment of €1800 per student to enable access to all necessary services in HE campuses. This allocation was made in accordance with the delegation of certain funding decisions to the CEO agreed by the Board earlier in the year. This allocation was agreed by Members.

13.4 Directly Funded Institutions

The Board was advised that DFHERIS is seeking to transfer seven institutions which are directly funded by the Department to the HEA, the Executive has engaged with DFHERIS in relation to this matter. Information provided to the Executive by DFHERIS to date suggests that funding arrangements currently in place for these institutions have developed over time and do not seem to be standardised. The Board requested that the Executive undertake a due diligence exercise on the governance and funding arrangements currently in place prior to any transfer to the HEA taking place. It is imperative that the HEA has the capacity to manage these institutions under its existing funding and governance oversight

arrangements and that these institutions have internal mechanisms in place to provide the required assurances, data and reports.

13.5 Designation of institutions under the HEA Act

Reference was made to the designation provisions in the HEA Act 2022, the CEO advised that the Department had been requested to clarify the objectives of designation for Institutions. It was noted that access to SUSI grants and the enhancement of their ability to market their services overseas does not require designation and access to SUSI funding is a matter for the Minister. The decision of the Minister relating to the payment of disability supports to students with disabilities studying in private institutions and the QQI International Education Mark were noted. Further consideration of designation is required and the associated due diligence pertaining to matters such as finance, funding and governance required as part of this process.

13.6 Other issues raised

- Concern was expressed over the apparent 3% cut in funding for HE research in 2024
- It was suggested that the Executive prepare a glossary of acronyms as part of its briefing for new members.
- Members were advised that the integration of St Angela's College into Atlantic Technological University came into effect on 6th November.

14. Corporate Risk Register

14.1 Mr Mellett advised that the Corporate Risk Register is formally updated twice annually and presented to the Board through the Audit and Risk Committee. The current risk register before the Board will be updated before the end of the year. In addition, the register will be a standing item on Board agendas as recommended by Governance Ireland. One new risk was raised at the meeting, the risk of reputational damage to the HEA failing to exercise its powers appropriately arising from a governance failure in one of the HEIs. Mr Mellett advised that can be looked when reviewing risks 6 and 7 on the current register. The Chair noted the importance of the HEA using its powers to mitigate against institutional governance failures.

15. Any other business

15. 1 The Chair noted this was the final meeting for 7 members – Mr Donohoe, Dr Eaton, Dr Feeney, Ms Kneafsey, Dr O'Flanagan, Mr Ó Móráin and Dr Wall. He thanked them for their dedication to the work of the HEA over the past 7 ½ years. They could be proud of the achievements of the HEA over that period. He also thanked the Executive for their work and assistance provided to the departing members. Speaking on behalf of the Executive the CEO thanked the outgoing members for their constructive contribution to the work of the HEA.

16. Members Only session

16.1 No material matters were discussed.

Next Meeting: The date of the next meeting to be agreed with the incoming Board.

Chairperson Date