

# TUSE

## Steering Group Meeting 8

Thurs 19<sup>th</sup> July 2018, 2.00pm

Boardroom Haughton Building, Institute of Technology Carlow

**Attendees:** Andy Shenstone (Chair)

John Moore Chair ITC, Jim Moore Chair WIT

Patricia Mulcahy President ITC, Willie Donnelly President WIT,

Martin Costello WIT, Suzanne Denieffe WIT, Declan Doyle WIT Ger Frisby ITC, Helen Murphy WIT, Cormac O' Toole ITC, Elaine Sheridan WIT

Gary Holohan (PwC)

**Apologies:** Ann Marie Caulfield WIT, Catherine O'Donnell ITC

**Recording:** Shauna Whyte ITC

### The following documents were circulated in advance:

- Agenda
- Minutes of meeting (7) - 29<sup>th</sup> June 2018 in Institute of Technology Carlow
- Agenda Item 4b (i): TUSEI Application – Chapter 3 – Differentiation in HE Statement
- Agenda Item 4b (ii): TUSEI Application – Chapter 3 – Vision, Mission and Values
- Agenda Item 4c: TUSEI Application – Chapter 4 – Eligibility and Performance Criteria
- Agenda Item 5b: Communications Director Brief

#### **(1) Welcome and Introduction**

Opening the meeting John Moore welcomed Mr. Andy Shenstone and independent Chair of the Steering Group. Mr. Shenstone offered a brief introduction summary of his background as Director of Business Development and Delivery for Advance HE also advised that he has previously interacted with this project as facilitator on the Vision, Mission and Values working group.

Each member of the Steering Group introduced themselves, including, Mr. Gary Holohan, from PwC, in his role as Change Management consultant.

#### **(2) Minutes of the meeting of 29<sup>th</sup> June 2018**

Confirmed in order by all present.

### (3) Matters Arising

It was agreed that matters arising would be taken as each topic comes up for discussion.

### (4) Update on the TUSEI application

#### a. Progress Update Chapter 2: Context

Declan Doyle updated the meeting. Chapter 2 will be part delivered by the internal working group and part delivered by EY. The internally written piece on the Higher Education context is fully drafted and a copy sent from Carlow (D. Doyle) to Waterford (R. Hayes) for review.

EY are looking after the Regional context. The expectation is that they will have a structured narrative to us by latest 10<sup>th</sup> August.

**Action: a fully integrable document should be circulated to the Steering Group by COB 13<sup>th</sup> August at latest. Responses, in writing, should be submitted by COB 20<sup>th</sup> August at latest. Edited document should be circulated to the Steering Group by COB 24<sup>th</sup> August at latest.**

#### b. Progress Update Chapter 3: Vision, Mission and Values

Andy Shenstone introduced the chapter with the understanding that the Vision, Mission and Values section had been completed after the workshops. Helen Murphy informed the meeting that there is still 3 outstanding sections to be completed.

These sections are within the Differentiation within the HE Landscape piece. They are 1) the TUSE graduate profile, 2) academic profile and performance and additionally, 3) the learning experience of Students in TU. There are no barriers to completion of this work and no matters requiring clarification.

Helen highlighted the fact that when documents are circulated by working groups, sufficient time needs to be allowed for all parties to review.

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#### c. Progress Update Chapter 4: Meeting Performance Criteria

Patricia Mulcahy updated the meeting. The existing chapter is populated with 2016/17 data. The HEA are currently validating the IT Carlow 2017/18 statistics, in advance of the usual validation date. The chapter can then be updated to reflect the most current numbers.

There are several decision points required around this chapter. The first is regarding the definitions at 4.3.1. When compiling data, it needs to be agreed that we are working to these definitions e.g. the definition of 'full-time academic staff' and the research definition.

Willie Donnelly commented that if there are any modifications to the definitions, it needs to be clearly communicated. Andy Shenstone summarised at the end of discussion that we have now agreed on the definitions, however, should there be any iterations the Group needs to be alerted to this.

**Andy Shenstone suggested that if anything of materiality arises in the coming weeks regarding this chapter or regarding issues in general, then he would like to be made aware of it in order to offer his assistance in progressing the issue.** The call regarding whether an issue is of such substance to involve Andy, will be made by the Presidents. All were in agreement with this suggestion.

The second decision point is regarding the files that will need to be made available for auditors. The request is that a consistent and complete set of files be compiled by both Institutes. This specifically relates to staff qualifications i.e. parchments, contracts etc. Patricia suggested that the 2 HR Managers meet with either the VPs for Academic Affairs or the VPs for Corporate Affairs to discuss this. It was agreed that this was a good idea and **a meeting will be scheduled for the second week in August.**

A discussion took place regarding section 4.3.3 (p. 15). It was acknowledged that a volume of work is required on this area. Willie Donnelly confirmed that the Research office in WIT is aware of this and has the relevant information available to it. Patricia Mulcahy confirmed that due to recent work in Carlow updating research profiles, this information is also available in Carlow.

The third decision point relates to the issue of projected student numbers for the TU (p.13). It was accepted that the projection to increase market share by 0.6% over a 10 year time period is a realistic ambition. The student: staff ratio for the calculations will be based on 18: 1 which is below Carlow's current ratio and above WIT's. **The matter was discussed and it was agreed that analysis by discipline area would be required for the first 5 years in order to facilitate financial, HR and Estates planning.**

Andy Shenstone queried whether any sensitivity analysis was being carried out and Elaine Sheridan confirmed that the

economic analysis would have some sensitivity analysis built-in to facilitate financial modelling.

Declan Doyle drew attention to section E and stated that the International students target was ambitious and includes both fee-paying and Erasmus students. Declan will supply a breakdown of both. Cormac O' Toole drew attention to section G – Staffing Profile and commented that the number of support staff would have to be revised upwardly.

Andy Shenstone summarised the discussion on the chapter by saying that there is comfort with the work and analysis done so far and as this chapter develops further granularity will be necessary.

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**d. Progress Update Chapter 5:  
Establishing TUSE**

Cormac O' Toole updated the meeting. Prospectus continue their work on this. They are working on the Risk Strategies i.e. 1) Risk to the TU Application and 2) Risk to the merged entity.

Andy Shenstone enquired as to the status that this work will have and Cormac stated that their report will be absorbed into the application. Elaine Sheridan agreed that the expectation from Prospectus is a report which is due the end of July and a chapter which is due the end of August.

**Andy Shenstone requested that the Executives at Prospectus be required to supply a written progress report on where they are with this piece of work and what, if any, information is outstanding. This report should be supplied to him by Friday, July 27<sup>th</sup> and copied to both Governing Body Chairs.** Both GB Chairs and both Presidents agreed with this course of action.

**e. Progress Update Chapter 6:  
Financial Plan**

Elaine Sheridan updated the meeting. She stated that the accountants were now building the tables for the TU model. She said that the accountants and HR Managers would get together at the start of August, with some output by end August, however finance information is dependent on other variables being available.

Cormac O'Toole agreed and said that the current funding model needs to be altered. The Universities have a different funding model to the Institutes of Technologies and currently

the HEA is not considering a TU model. The 2 options available are a) move to the University model or b) change the moderator of 2% that currently exists in the IT model.

The question was posed whether contact should be made with the HEA on this matter.

Elaine Sheridan advised that the Financial Plan can only be finalised after the end of August, when other information has been finalised.

#### **f. Change Management Services**

Gary Holohan from PwC spoke about the support that was available for change management. Gary has now met with most members of the Steering Group and is scheduled to meet with the remainder.

PwC are providing 1) direct support to the Steering Group, 2) change management support around designation and 3) change management support around the establishment of the TU.

Gary stressed the importance of building a change management plan, incorporating a robust communications plan. From his experience with other TU groups, he advised that early resolution of any issues is critical. It is important that somebody is driving the change every day – an apex for issue resolution is imperative. At this point, although expediency is a factor, bringing people with you is essential.

Andy Shenstone reiterated that Gary is a change management resource as such, that should be availed of as things progress.

A discussion took place around the structures currently in place for Presidents to liaise with their Executive teams in order to ensure that work stays on plan.

Martin Costello queried progress on the organisational structure. Gary Holohan advised that we should start defining and working on the piece that needs to go into the application. This will, by necessity, be at a high level but the cascading of the structure throughout the organisation will require further work. The processes and principles underpinning this work should be developed by a working group. **The Presidents will decide the members of this working group and Gary Holohan will chair it. Presidents are to nominate members by COB Friday 27<sup>th</sup> July, working group to meet by 20<sup>th</sup> August and written report to be submitted in advance of 31<sup>st</sup> August Steering Group meeting.**

## (5) Communications

- a. **Branding Project** Elaine Sheridan updated the meeting. The OGP are engaged and things are moving along.
  
- b. **Communications Director** All agreed that they were satisfied with the brief for Communications Director. It was also agreed to put the 2 Institute logos on the advert that will go in the national press. The successful candidate will report operationally to the Presidents and report to the Steering Group on governance issues.
  
- c. **Rationale for external stakeholders** This was adopted at the last meeting and has since been circulated to recipients including TDs, ETBs, LEOs, Chambers of Commerce and County Managers. Three responses were received, all of which were positive.

## (6) HEA Landscape Funding Application

Nothing further to report at this time.

## (7) Other Developments

The Call for Proposals to establish pilot networks of European Universities was discussed. 3 pilots will be funded in October, with more being funded in round 2, 18 months later.

It was agreed that it is a goal for the TU to engage in this process in Round 2.

## (8) AOB

Andy Shenstone suggested that after the 31<sup>st</sup> August meeting, meetings of this group will need to take place fortnightly. **President and Chairs to confirm and circulate these meeting dates.**

Andy also advised that from here forward there will be a weekly diarised call between himself and the 2 Chairs of the Governing Bodies in order to support progress on this project. As independent Chair of the Steering Group, Andy will solely interact with the 2 Governing Body Chairs.

With regard to the documents that will be circulated in the coming weeks, they must be jointly agreed documents. If the document 'owners' cannot agree on any point, it must be brought to the Presidents for clarification before circulation. These documents should be circulated to the Steering Group by COB 13<sup>th</sup> August at latest. Responses, in writing, should be submitted by COB 20<sup>th</sup> August at latest. Edited document should be circulated to the Steering Group by COB 24<sup>th</sup> August at latest.

Jim Moore queried whether we responded as a TU to the TU4Dublin. As a document was not yet agreed between both Presidents it was agreed that the Governing Body Chairs would draft a response.

**Next Meeting – Date, Time,  
Venue**

9.30am 31<sup>st</sup> August - WIT - Tea /Coffee from 9.00am