

IPA Governance Forum

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Chairman

Higher Education Authority

Role of Chair

To ensure

- **Delivery on Mission**
- **Effective Operation of Board**
- **Key relationships maintained**

Key Responsibilities

Ensure

- **Productive Board Meetings**
- **Strategy and Values are clear**
- **Robust Governance Framework**
- **It's all legal**

Key Responsibilities

Consider

- **Board Composition**
- **Board Evaluation**

Delivery on Mission

- **Strategy Statement**
- **Annual Plan and Performance Review**
- **Listen to Stakeholders**
- **Annual Report**

Effective Operation of Board

- **Quality Decision Making**

- **Preparation**

- **Presentation**

- **Strategic Agenda**

- **High Level**

- **Reserved**

Effective Operation of Board

- **Board Behaviours**

- **Participative**

- **Respectful**

- **Information Flow**

- **Timing**

- **Level of Detail**

Effective Operation of Board

- **Leadership Style**
 - **Results**
 - **Process**

Key Relationships Maintained

- **Internal Board Dynamic**
- **CEO/Management Team**
- **Minister/Department**
- **Client Group**
- **Broader Stakeholder Group**
- **General Public/Media**

Robust Governance Framework

- **Formal Adoption of Code**
- **Roles and Responsibilities**
- **Board Committees**
 - **Composition**
 - **ToR**
 - **Authority**

Robust Governance Framework

- **Internal Control**
 - IA
 - Risk Register
 - Reporting
- **Risk Management**
- **Conformance**
- **Performance**

Higher Education Authority

- **“Independent” Buffer Body**
- **Policy Advice**
- **Funding Body**
- **Advocacy**

Higher Education Institutions

- **7 Universities**
- **13 Institutes of Technology and DIT**
- **Teacher Training, NCAD etc.**

□ **Students** **140,000**

□ **Budgets** **€** **million**

HEA

- **Chair + 18 Members**
- **CEO + 60 Staff**
- **Admin. Budget € million**
 - **Policy and Planning**
 - **Research Programmes**
 - **Access**
 - **Finance**
 - **Administration**

HEA Experience

- **Professional Ethos**
- **Strong Tradition vs New Thinking**
- **Board Make-up**
- **Training Event - Governance Review**

Governance Review

- **End - to - End**
- **Evaluation vs Code and Acts**
- **Re-assurance on most items**

But

- Code**
- Reporting**
- Board Evaluation**
- Risk Management**
- Board Secretary Role**

Needed strengthening

Committees and Task Forces

- Finance
- Audit



- Formal
- Rigorous
- Control

- Specific Purpose Task Forces



Less Formal
More Creative
Ideas

Thorough work-up before submission to Authority

Authority Meeting

Minutes & CEO report	(2)	15-30 mins
Decision Items	(9)	3.15 hrs
Discussion Items	(4)	30 mins
Information Items	-	
		<hr/>
		4 hours

Authority Meeting

Decision Items

- 2 Formalities**
- 3 Task Force Recs**
- 4 Discussion Paper**

Strengths

- **Nature of Mission**
- **Strength of Board**
- **Team Competence and Commitment**
- **Constructive and Open Relationships**

Challenges

- **Managing Board Time**
- **Balancing contributions**
- **Maintaining goodwill - both ways**
- **“Looming” Decentralisation vs Skills base**
- **Advocacy vs Central Functions**
- **Managing the Profile**