



TU Dublin Governing Body Effectiveness Self Assessment Final Report

November 2022

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FAO: Chair
Technological University Dublin
Governing Body
Park House Grangegorman
191 North Circular Road
Dublin D07 EHV4

4th November 2022

Dear David,

Governing Body Effectiveness Self-Assessment for TU Dublin

In accordance with our Engagement Letter dated 30 March 2022 (the 'EL') for the Governing Body Effectiveness Self-Assessment Review for the Technological University Dublin ('TU Dublin '), we enclose our final report based on the output of the online survey for the TU Dublin Governing Body (the 'Governing Body') completed during April 2022.

This final report is confidential to TU Dublin (the 'organisation') and is subject to the restrictions on use specified in the EL. No party, except the addressee, is entitled to rely on the report for any purpose whatsoever and we accept no responsibility or liability to any party in respect of the contents of this report. This report is prepared for the Governing Body as a body alone, and not individual Governing Body Members.

All observations made in this report are those as conveyed by TU Dublin Governing Body members, as part of the online survey completed. The report does not include any observations or opinions made by Deloitte.

The matters presented in this report reflects the analysis of the survey data and are not a comprehensive statement of all the strengths or weaknesses that may exist, or all improvements that might be made. Further, we have not conducted an in-depth external review of the effectiveness of the Governing Body or its Committees as part of this engagement. We have not conducted interviews with Governing Body members or conducted detailed review of key Governing Body governance documents. We have assumed that the information provided to us, and representations, are complete, accurate and reliable; we have not independently audited, verified or confirmed their accuracy, completeness or reliability.

Thank you for this opportunity and your cooperation in this project. We have enjoyed working with the TU Dublin Governing Body.

Yours faithfully

David Kinsella

Deloitte

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Executive Summary

Executive summary

Introduction

Scope

Deloitte were engaged by TU Dublin to help in the facilitation of the Governing Body’s self-assessment of its effectiveness. This included the development and facilitation of an online survey for Governing Body members and collation and analysis of the survey data for the Governing Body to use in its self-assessment exercise.

Approach

The online survey, which was developed and facilitated by Deloitte to assist the Governance Body in its self-assessment, was based on the following framework. An online survey tool with 46 quantitative statements covering each area in the framework and 13 qualitative questions was distributed to all Governing Body members in April 2022. Sixteen out of twenty two Governing Body members completed the survey during April 2022.



Executive summary

Introduction (continued)

Results

This document presents the results of the online survey. It is important to note that these results must be considered in the context of the scale and complexity of TU Dublin and the change programmes within the University such as the Organisational Design Project.

The analysis of these results can provide useful insight into the opinions of Governing Body members and can highlight areas of strength, as well as identify areas for improvement or differences of opinion.

Structure of this Report

The structure of this report is as follows:

- **Executive Summary** – provides an overview of our approach and illustrates overall results;
- **Quantitative results** – provides an overview of the quantitative results of the online self assessment survey along with any qualitative responses received for each area;
- **Qualitative results** – provides an overview of the qualitative feedback provided by survey participants.

This document is a collation of data following the distribution of an online survey. It does not represent Deloitte opinion. We have not conducted a review of the effectiveness of the Governing Body as part of this engagement.

Scoring System

The survey questions were based on our Deloitte Framework outlined on Page 5, taking into consideration the requirements applicable to TU Dublin Governing Body under the Technological Universities Act 2018. Governing Body members were asked to rate each of the statements according to the extent to which they agreed that they are typical of the Governing Body. The scoring system shown in the table on the right was used.

An average of the results of each question and area of the Governing Body effectiveness was calculated to determine a score which is outlined later in this report.

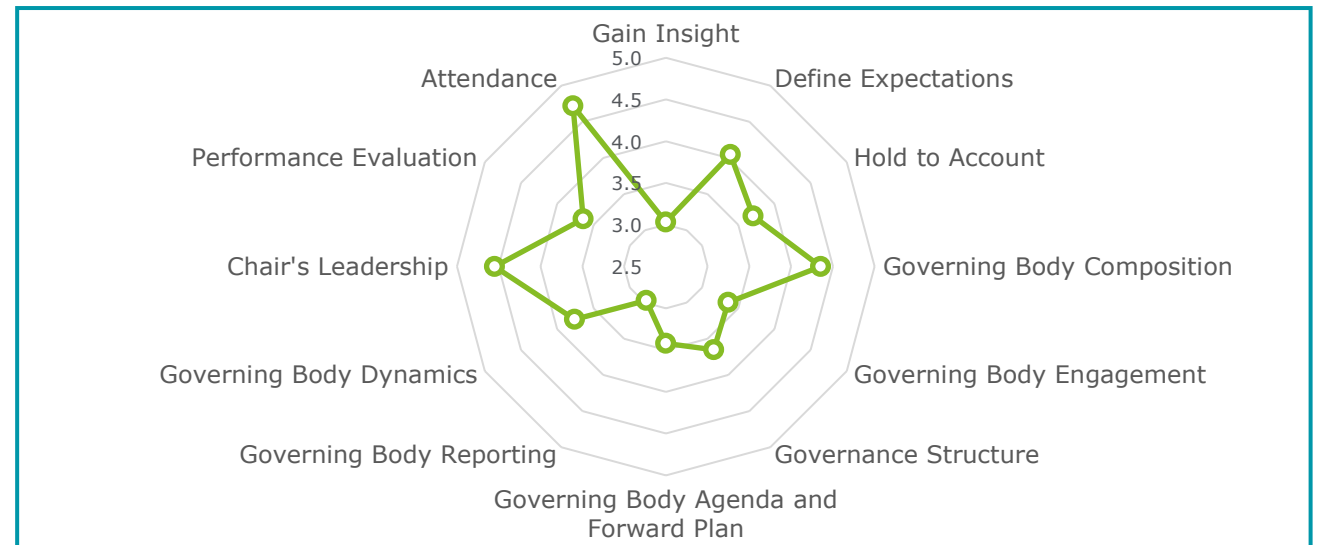
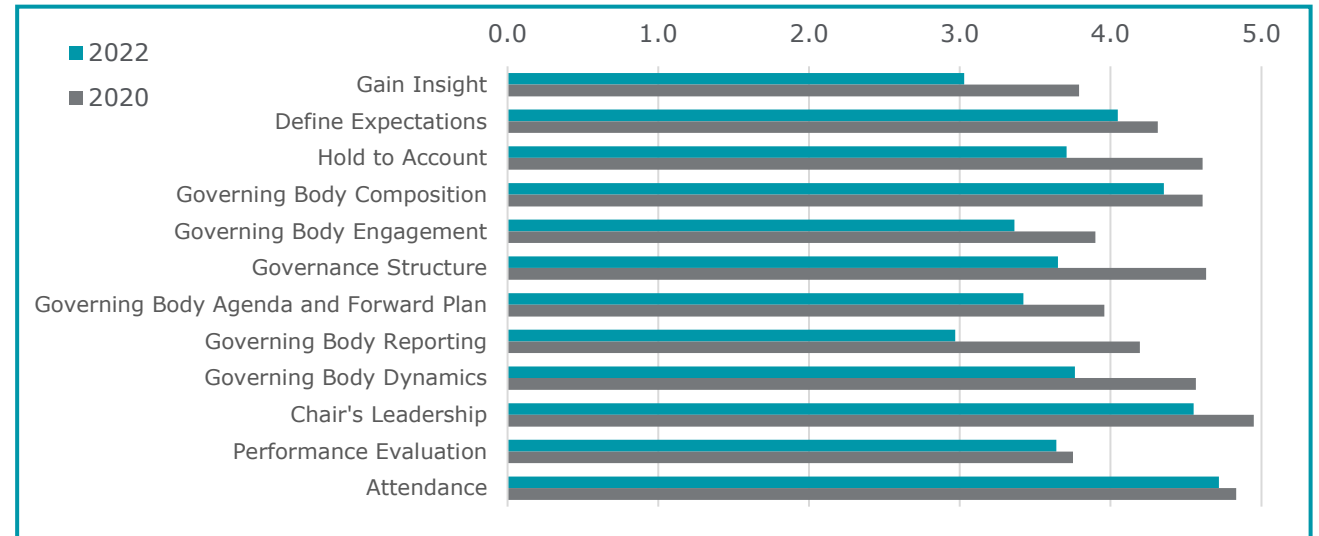
Response to Statement	Score
Strongly agree	5
Slightly agree	4
Neutral	3
Slightly disagree	2
Strongly disagree	1

TU Dublin Governing Body Assessment

Dashboard

The table below presents the average results from the survey for each area, ranked by performance for 2022 versus 2020. The graph and the spider diagram on the right provide a visual picture of the Governing Body's responses.

Area Ranked by Performance 2022	Area Average 2022	Area Average 2020
Attendance	4.72	4.83
Chair's Leadership	4.55	4.95
Governing Body Composition	4.35	4.61
Define Expectations	4.05	4.31
Governing Body Dynamics	3.76	4.57
Hold to Account	3.71	4.61
Governance Structure	3.65	4.63
Performance Evaluation	3.64	3.75
Governing Body Agenda and Forward Plan	3.42	3.96
Governing Body Engagement	3.36	3.90
Gain Insight	3.03	3.79
Governing Body Reporting	2.97	4.19



Key:

- Minimum score is 1
- Maximum score is 5
- All statements are weighted equally
- A score of 1–2 is considered negative
- A score of 2-3 is considered neutral, yet may require improvement
- A score of 4–5 is considered positive

TU Dublin Governing Body Effectiveness Evaluation (1/2)

Highest Ranking Statement Scores

The table below outlines the highest ranking statements as noted in the survey results:

#	Section	Questions	Score
1	Attendance	Members of the Governing Body demonstrate adequate levels of attendance at Governing Body meetings.	4.94
2	Chair's Leadership	The Chair works continuously to improve the performance of the Governing Body.	4.81
3	Define Expectations	Codes of Conduct have been developed, approved by the Governing Body and circulated to all Governing Body members, management and employees.	4.69
4	Chair's Leadership	The Chair leads meetings well with a clear focus on the main issues affecting TU Dublin.	4.69
5	Governing Body Composition	The Governing Body has establish procedures for conducting elections for Membership of the Governing Body of TU Dublin as per the Technological University Act, 2018.	4.63
6	Governing Body Dynamics	All Governing Body decisions are taken in the best interests of TU Dublin.	4.63
7	Chair's Leadership	The Chair ensures that after a decision has been made by the Governing Body, it is clear who is responsible for implementing it and by when.	4.56
8	Governing Body Dynamics	Potential conflicts of interest are appropriately recognised and managed by the Governing Body.	4.50
9	Attendance	Members of Sub Committees demonstrate adequate levels of attendance at Sub Committee meetings.	4.50
10	Define Expectations	The Governing Body members maintain confidentiality of Governing Body discussions and documentation. Please refer Section 76, Technological Universities Act, 2018. Amendment to Second Schedule- Section 10(1) of Dublin Institute of Technology Act 1992.	4.44
11	Chair's Leadership	The views of all Governing Body members are taken into account by the Chair and full and open discussion is encouraged.	4.44

TU Dublin Governing Body Effectiveness Evaluation (2/2)

Lowest Ranking Statement Scores

The table below outlines the lowest ranking statements as noted in the survey results:

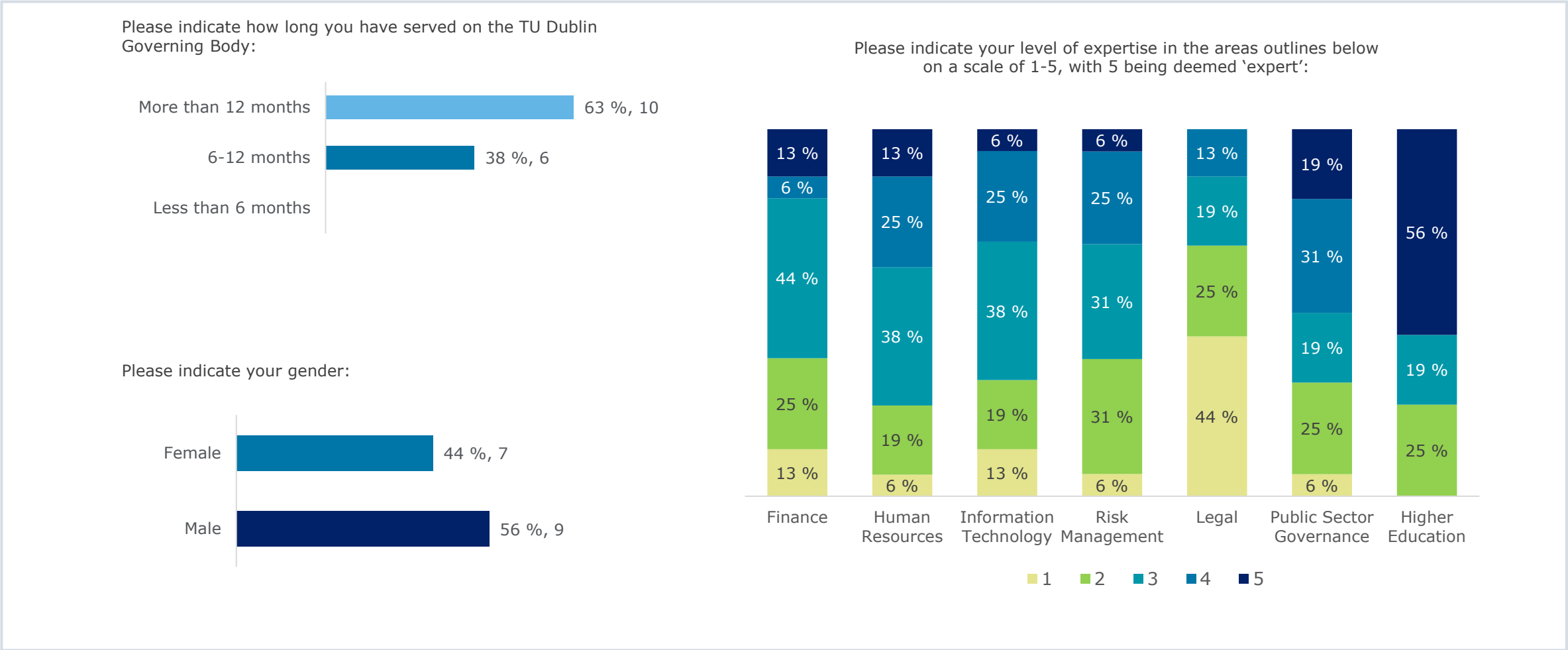
#	Section	Questions	Score
1	Governing Body Reporting	The Governing Body papers are accurate, clear, comprehensive and up-to-date and of appropriate size and content.	2.25
2	Gain Insight	The Governing Body spends sufficient time considering organisational development for TU Dublin.	2.31
3	Governing Body Reporting	The Governing Body receives timely and accurate management information fit for the purpose of evaluation and decision making on areas such as strategic key performance indicators, emerging risks, operational and financial risks (e.g. academic risks, compliance matters).	2.31
4	Governing Body Engagement	The Governing Body has a strong external focus, proactively influencing and responding to key external stakeholders and learning from best practice elsewhere.	2.50
5	Governing Body Dynamics	Governing Body members are involved sufficiently early in issues, projects and strategic developments in order for them to make a meaningful contribution to the work of the Governing Body and the organisation.	2.50
6	Governing Body Engagement	The Governing Body continuously engages to obtain specific references to indicators of student satisfaction, research quality, business engagement, student experience and supporting graduate employment. Please refer Section 9(1)(a),(h), (i) Functions of Technological University, Technological Universities Act, 2018.	2.69
7	Governing Body Agenda and Forward Plan	The focus of Governing Body meetings is adequately pitched on the key risks and opportunities for TU Dublin.	2.69
8	Define Expectations	The Governing Body has clearly defined the risk appetite of the organisation and the decisions consistently reflect the University's risk appetite.	2.94
9	Governance Structure	There are clearly defined delegation authorities in place for management and they are regularly reviewed.	2.94
10	Performance Evaluation	The Governing Body evaluations inform and influence succession planning. The evaluations act as an opportunity for the Governing Body to review skills, assess its composition and agree plans for filling skills gaps, and increasing diversity.	3.19
11	Hold to Account	The Governing Body has a sound process for identifying and regularly reviewing TU Dublin's principal risks and makes any necessary amendments in light of changes in the internal and external environment.	3.25

Quantitative results

Quantitative results

Governing Body Composition

Our online survey asked for a range of insights as to the composition of the Governing Body. We noted the following from our analysis of the results:



*n=16 (number of participants)
Proportions have been rounded off to nearest %

Quantitative results

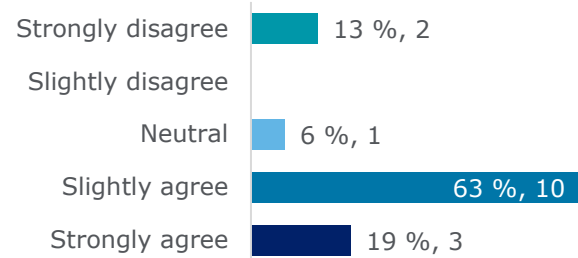
1. Gain Insight (3.03)

High Level Statistics

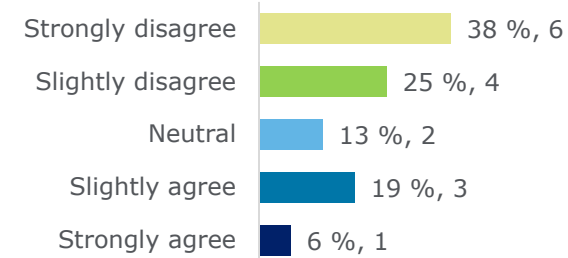
- Area ranked by performance #11
- Average : 3.03
- Highest : 3.75 (Q1)
- Lowest : 2.31 (Q2)

The graphs below outline the survey results in relation to the “gain insight” area of Governing Body Effectiveness:

1. The Governing Body has a good understanding of TU Dublin's strategic development plan set in line with the Technological Universities Act, 2018 which defines the objectives of TU Dublin and strategy to achieve them, the purpose and the plans of TU Dublin that the Governing Body will be considering over the next 12 months or longer. (3.75)



2. The Governing Body spends sufficient time considering organisational development for TU Dublin (2.31)



*n=16 (number of participants)
Proportions have been rounded off to nearest %

Quantitative results

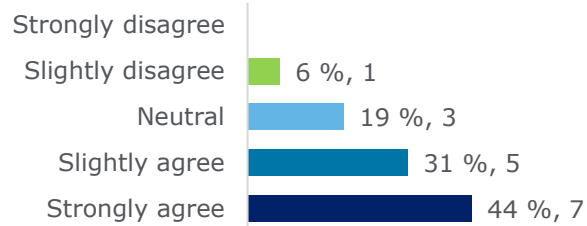
2. Define Expectations (4.05)

The graphs below outline the survey results in relation to the “define expectations” area of Governing Body Effectiveness:

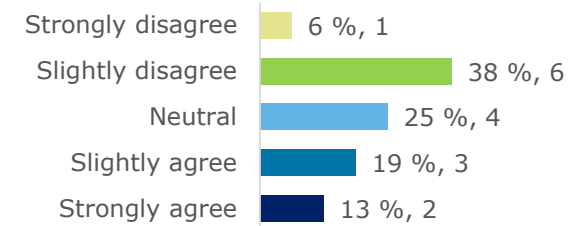
High Level Statistics

- Area ranked by performance #4
- Average : 4.05
- Highest : 4.69 (Q4)
- Lowest : 2.94 (Q2)

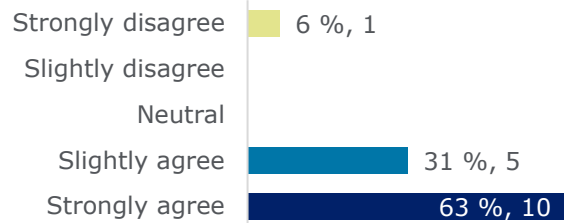
1. The Governing Body has set the ethical tone of TU Dublin, not only by its own actions, but also in overseeing senior management and staff at all levels of the organisation. (4.13)



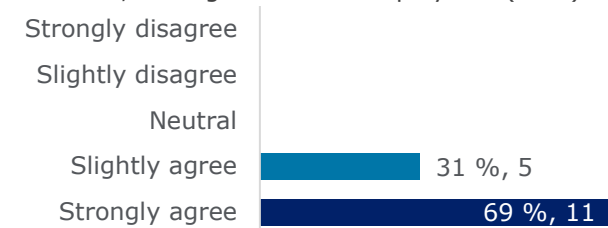
2. The Governing Body has clearly defined the risk appetite of the organisation and the decisions consistently reflect the University's risk appetite. (2.94)



3. The Governing Body members maintain confidentiality of Governing Body discussions and documentation. (4.44)



4. Codes of Conduct have been developed, approved by the Governing Body and circulated to all Governing Body members, management and employees. (4.69)



*n=16 (number of participants)
Proportions have been rounded off to nearest %

Quantitative results

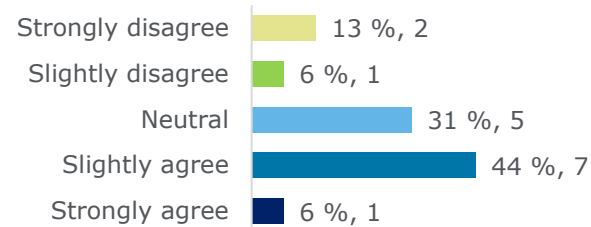
3. Hold to Account (3.71)

The graphs below outline the survey results in relation to the "hold to account" area of Governing Body Effectiveness:

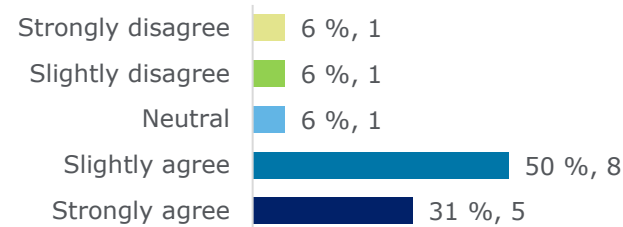
High Level Statistics

- Area ranked by performance #6
- Average : 3.71
- Highest : 3.94 (Q2 & Q3)
- Lowest : 3.25 (Q1)

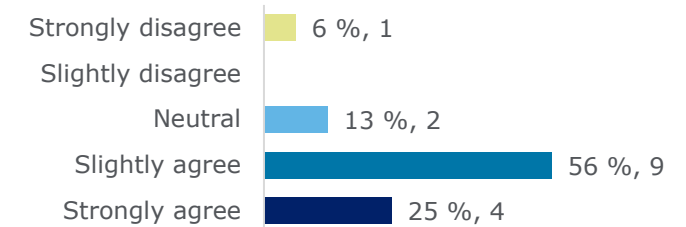
1. The Governing Body has a sound process for identifying and regularly reviewing TU Dublin's principal risks and makes any necessary amendments in light of changes in the internal and external environment. (3.25)



2. The Governing Body ensures that a balanced, true and fair view of TU Dublin's financial performance and financial position is made when preparing the annual report and financial statements. (3.94)



3. The Governing Body fulfils its responsibility for ensuring that effective systems of internal control are instituted and implemented in TU Dublin including financial, operational and compliance controls and risk management. (3.94)



*n=16 (number of participants)
Proportions have been rounded off to nearest %

Quantitative results

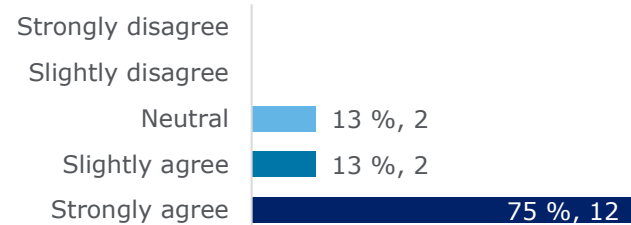
4. Governing Body Composition (4.35)

The graphs below outline the survey results in relation to the “governing body composition” area of Governing Body Effectiveness:

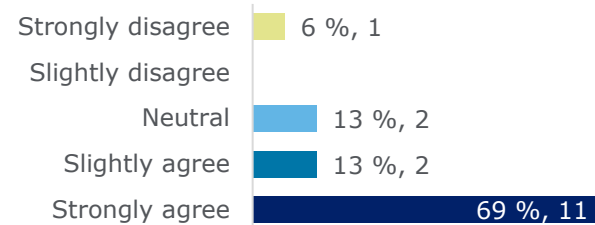
High Level Statistics

- Area ranked by performance #3
- Average : 4.35
- Highest : 4.63 (Q1)
- Lowest : 4.06 (Q3)

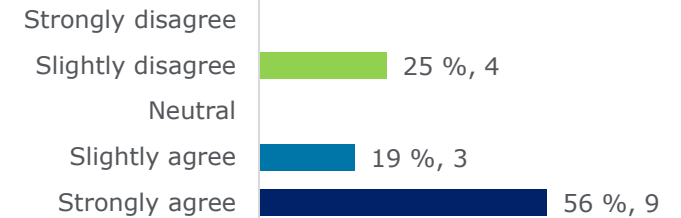
1. The Governing Body has establish procedures for conducting elections for Membership of the Governing Body of TU Dublin as per the Technological Universities Act, 2018. (4.63)



2. The Governing Body, with its full complement, is the right size as per the Technological Universities Act 2018 to carry out its role. (4.38)



3. The Governing Body has sufficient diversity (age, gender, ethnicity, skills and experience, external members nominated by Ministers and education and training Governing Body , academic and non-academic staff, undergraduate and post graduate students etc.). (4.06)



*n=16 (number of participants)
Proportions have been rounded off to nearest %

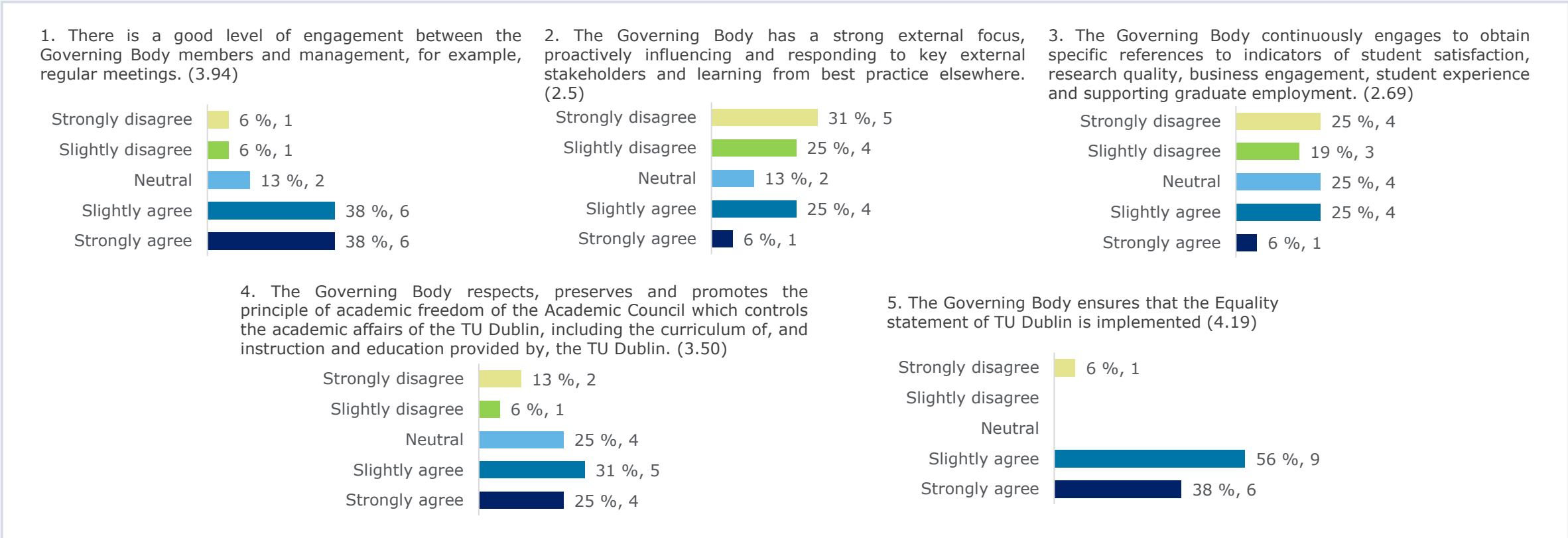
Quantitative results

5. Governing Body Engagement (3.36)

High Level Statistics

- Area ranked by performance #10
- Average : 3.36
- Highest : 4.19 (Q5)
- Lowest : 2.5 (Q2)

The graphs below outline the survey results in relation to the “governing body engagement” area of Governing Body Effectiveness:



*n=16 (number of participants)
Proportions have been rounded off to nearest %

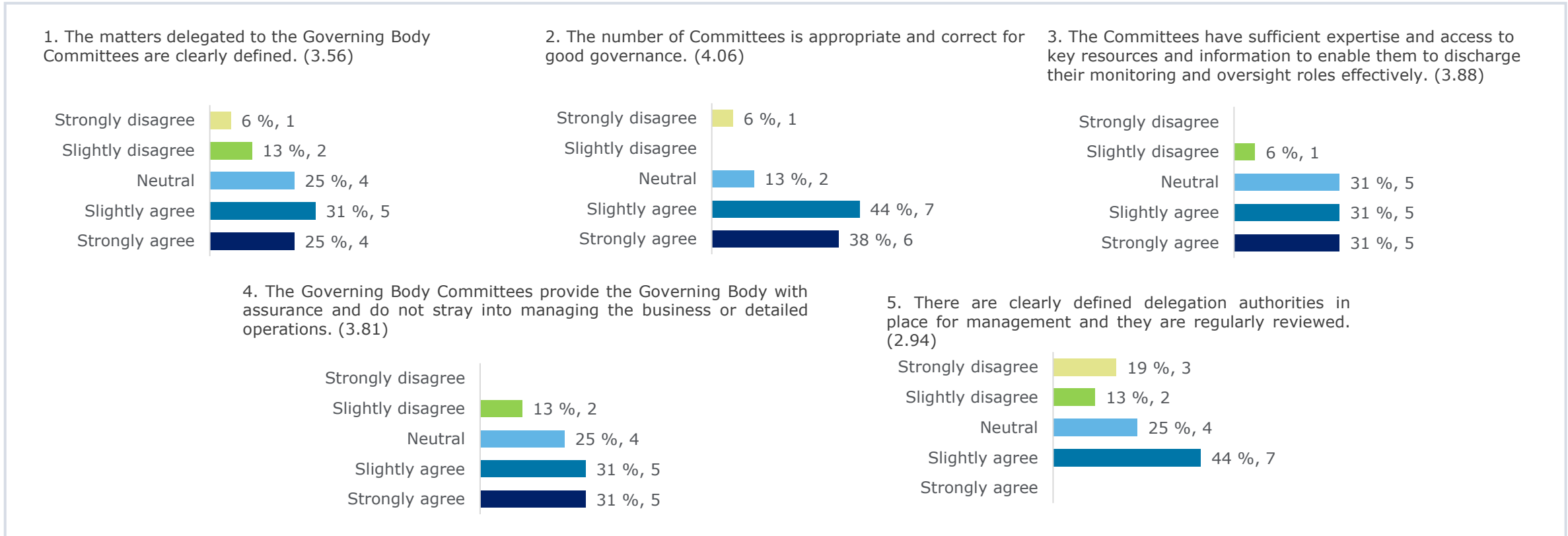
Quantitative results

6. Governance Structure (3.65)

High Level Statistics

- Area ranked by performance #7
- Average : 3.65
- Highest : 4.06 (Q2)
- Lowest : 2.94 (Q5)

The graphs below outline the survey results in relation to the “governance structure” area of Governing Body Effectiveness:



*n=16 (number of participants)
Proportions have been rounded off to nearest %

Quantitative results

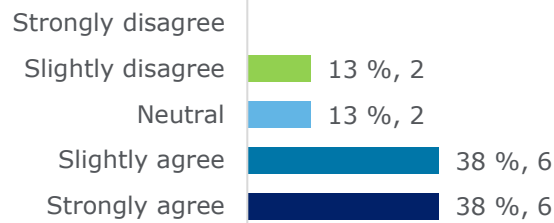
7. Governing Body Agenda and Forward Plan (3.42)

High Level Statistics

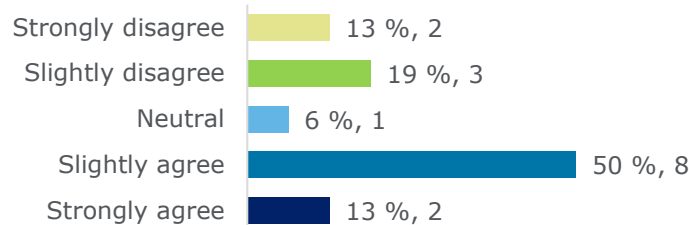
- Area ranked by performance #9
- Average : 3.42
- Highest : 4 (Q1)
- Lowest : 2.69 (Q2)

The graphs below outline the survey results in relation to the “governing body agenda and forward plan” area of Governing Body Effectiveness:

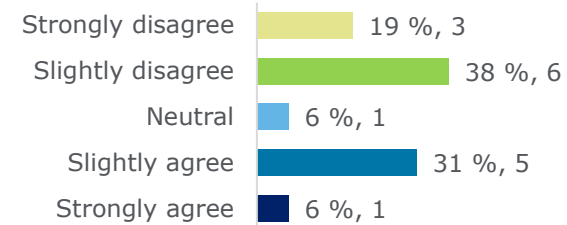
1. There is an appropriate agenda prepared and circulated in advance of each meeting to enable appropriate discussion on agenda items as required, and members have sufficient opportunity to input to the agenda. (4)



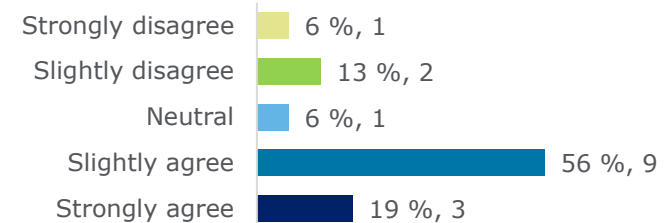
3. The duration of Governing Body meetings is sufficient and the meeting format is adequate to enable the Governing Body to discharge its duties effectively. (3.31)



2. The focus of Governing Body meetings is adequately pitched on the key risks and opportunities for TU Dublin. (2.69)



4. Action points arising at Governing Body meetings are tracked and reported upon at each meeting. (3.69)



*n=16 (number of participants)
Proportions have been rounded off to nearest %

Quantitative results

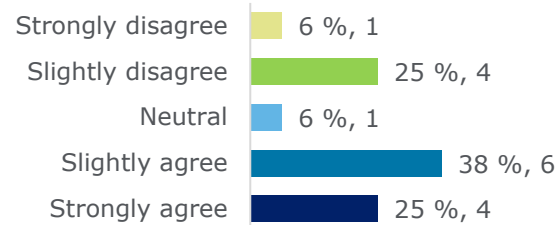
8. Governing Body Reporting (2.97)

High Level Statistics

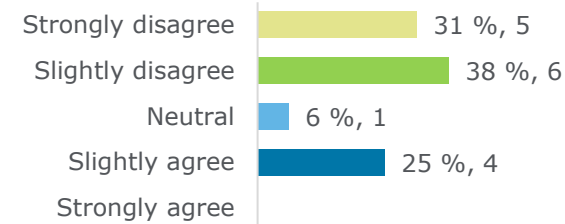
- Area ranked by performance #12
- Average : 2.97
- Highest : 3.81 (Q4)
- Lowest : 2.25 (Q2)

The graphs below outline the survey results in relation to the “governing body reporting” area of Governing Body Effectiveness:

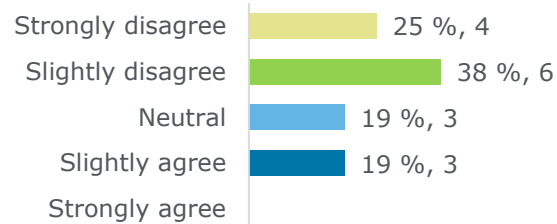
1. The Governing Body papers are supplied sufficiently in advance of Governing Body meetings. (3.5)



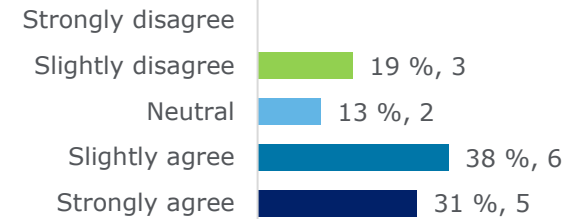
2. The Governing Body papers are accurate, clear, comprehensive and up-to-date and of appropriate size and content. (2.25)



3. The Governing Body receives timely and accurate management information fit for the purpose of evaluation and decision making on areas such as strategic key performance indicators, emerging risks, operational and financial risks (e.g. academic risks, compliance matters). (2.31)



4. The Governing Body is kept informed about the University's response to Covid-19 and future ways of working, including key decisions made during the University's response to the pandemic. (3.81)



*n=16 (number of participants)
Proportions have been rounded off to nearest %

Quantitative results

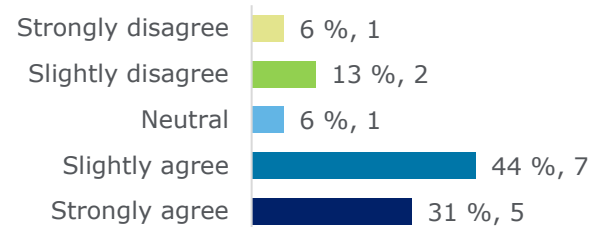
9. Governing Body Dynamics (3.76)

High Level Statistics

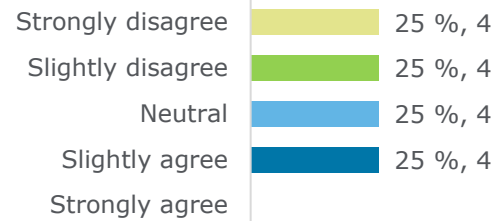
- Area ranked by performance#5
- Average : 3.76
- Highest : 4.63 (Q5)
- Lowest : 2.5 (Q2)

The graphs below outline the survey results in relation to the “governing body dynamics” area of Governing Body Effectiveness:

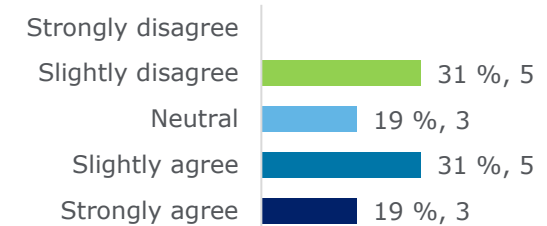
1. The Governing Body has a culture of openness, trust and respect where diversity of opinion is valued and minority viewpoints are respected. (3.81)



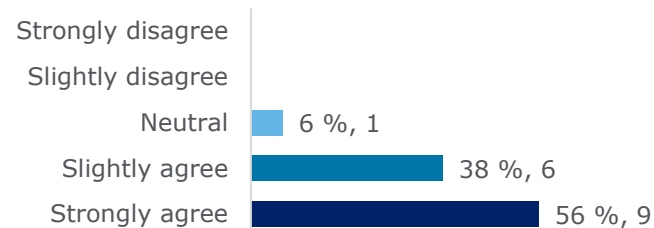
2. Governing Body members are involved sufficiently early in issues, projects and strategic developments in order for them to make a meaningful contribution to the work of the Governing Body and the organisation. (2.50)



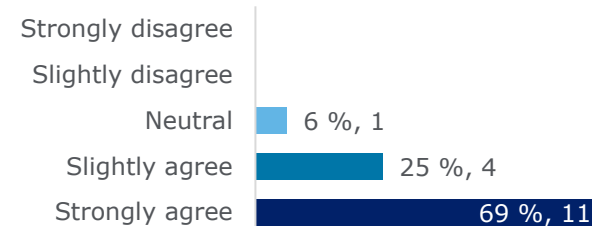
3. There is a good level of robust and constructive challenge from all Governing Body members at meetings. (3.38)



4. Potential conflicts of interest are appropriately recognised and managed by the Governing Body. (4.50)



5. All Governing Body decisions are taken in the best interests of TU Dublin. (4.63)



*n=16 (number of participants)
Proportions have been rounded off to nearest %

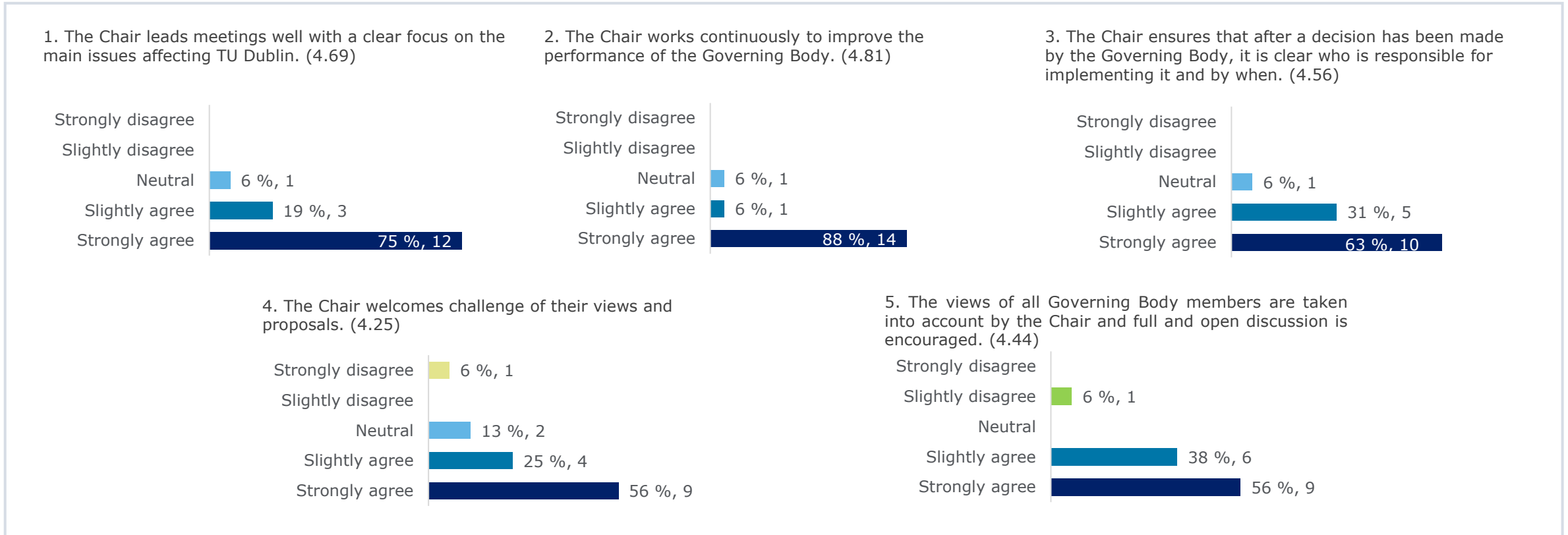
Quantitative results

10. Chair's Leadership (4.55)

High Level Statistics

- Area ranked by performance #2
- Average : 4.55
- Highest : 4.81 (Q2)
- Lowest : 4.25 (Q4)

The graphs below outline the survey results in relation to the "chair's leadership" area of Governing Body Effectiveness:



*n=16 (number of participants)
Proportions have been rounded off to nearest %

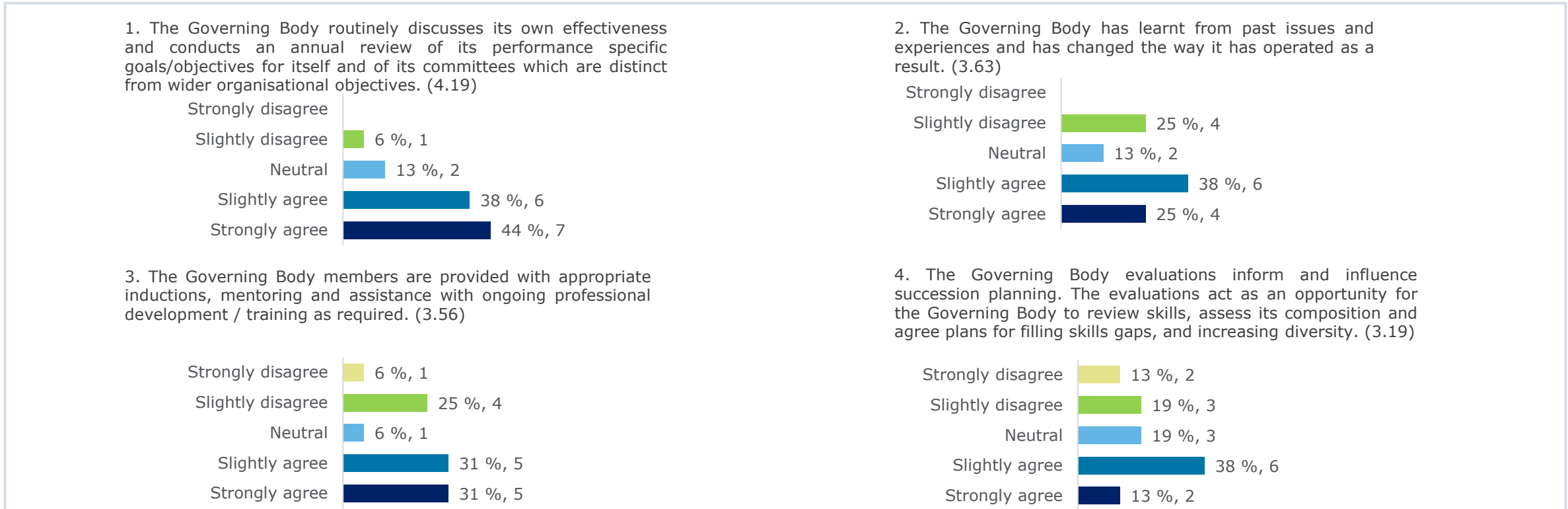
Quantitative results

11. Performance Evaluation (3.64)

High Level Statistics

- Area ranked by performance #8
- Average : 3.64
- Highest : 4.19 (Q1)
- Lowest : 3.19 (Q4)

The graphs below outline the survey results in relation to the “performance evaluation” area of Governing Body Effectiveness:



*n=16 (number of participants)
Proportions have been rounded off to nearest %

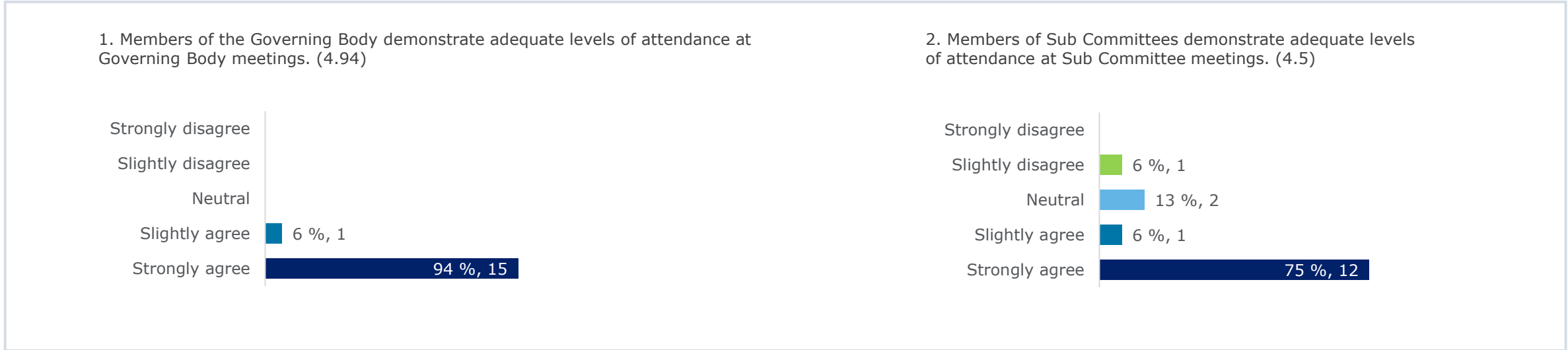
Quantitative results

12. Attendance (4.72)

High Level Statistics

- Area ranked by performance #1
- Average : 4.72
- Highest : 4.94 (Q1)
- Lowest : 4.5 (Q2)

The graphs below outline the survey results in relation to the “attendance” area of Governing Body Effectiveness:



*n=16 (number of participants)
Proportions have been rounded off to nearest %

Qualitative results

Qualitative results

Overview

Part A of the online self-assessment survey requested participants to provide qualitative insights into a range of areas of Governing Body Effectiveness. The following slides provide summarised key points arising from the responses received for each question, for information purposes. These observations made are summaries of those conveyed by TU Dublin Governing Body members and do not include any observations or opinions made by Deloitte. The top three most frequent responses are highlighted in bold with the number of respondents raising this issue provided in brackets if more than one.

1. What do you understand your role to be as a Technological University (TU) Dublin Governing Body member?

- **Good governance and accountability (10)**
- **Guiding strategic direction (7)**
- **Risk management (4)**
- Ensuring legislative compliance (3)
- Overseeing investment and expenditure decisions (2)
- Development of the TU Dublin capacity (2)
- Serve in the best interests of Institution and its staff (2)
- Development of leadership
- Monitoring and overseeing performance of the management
- Bringing independent view and perspective

2. What do you understand the remit of the TU Dublin Governing Body to be in order to discharge its duties?

- **Reviewing and guiding strategic direction and major plans (10)**
- **Ensuring legislative compliance (6)**
- **Supporting the executives & supervising the delegated functions (6)**
- **Governance of the University operations (6)**
- Defining responsibilities of the executive and ensuring their accountability (5)
- Risk management policies and procedures (4)
- Annual budgets and business plans (2)

3. In addition to the governance of TU Dublin, what other roles and responsibilities do you think TU Dublin Governing Body members should have?

- **Should act as advocates and promoters of TU Dublin (6)**
- **Oversight of Strategy (3)**
- **Better knowledge of the day to day running of the university (3)**
- Actively contribute to meetings (2)
- Governance of the University operations (2)
- Clear delineation between governing body and university management (2)
- No additional roles (2)
- Oversight of the executive position (2)
- Support Executive team (2)
- Reviewing and guiding TUD's strategic direction

Qualitative results

Overview (continued)

Part A of the online self-assessment survey requested participants to provide qualitative insights into a range of areas of Governing Body Effectiveness. The following slides provide summarised key points arising from the responses received for each question, for information purposes. These observations made are summaries of those conveyed by TU Dublin Governing Body members and do not include any observations or opinions made by Deloitte. The top three most frequent responses are highlighted in bold with the number of respondents raising this issue provided in brackets if more than one.

4. What are the top three factors that you believe contribute to the effectiveness of this Governing Body?

- **Effective and strong Chair (11)**
- **Diverse expertise on GB (7)**
- **Collaborative and open approach to challenges (7)**
- **Effective management of meetings (5)**
- Receipt of quality management information (3)
- Open communication and collegiality
- Clarity on the roles of GB members

5. What, if any, suggestions do you have to improve the effectiveness of the Governing Body against its remit?

- **Better documentation (7)**
- **Better management of meetings (7)**
- **Collaborative approach for discussions (6)**
- **Making time available for strategic decisions (4)**
- **More and lengthier in-person meetings (4)**
- Delineation between matters pertaining to governing body and exec teams (2)
- Easy trackability of KPIs
- Clear defined role of Secretary
- Better balance between Governance and Strategic Leadership
- Better Communication

6. What do you understand your role to be as member of any TU Dublin subcommittees?

- **Share recommendations to the governing body (6)**
- **Bring detailed expertise/perspective in area of focus (6)**
- **Oversight governance (4)**
- **Confirm on Sub-committee's Terms of Reference (3)**
- Terms of the subcommittee
- Assist chair

Qualitative results

Overview (continued)

Part A of the online self-assessment survey requested participants to provide qualitative insights into a range of areas of Governing Body Effectiveness. The following slides provide summarised key points arising from the responses received for each question, for information purposes. These observations made are summaries of those conveyed by TU Dublin Governing Body members and do not include any observations or opinions made by Deloitte. The top three most frequent responses are highlighted in bold with the number of respondents raising this issue provided in brackets if more than one.

7. What do you think the Governing Body's top three strategic objectives going forward should be?

- **To promote the distinct brand identity for TU Dublin (9)**
- **Maintaining high standard of governance (8)**
- **Implementation of the agreed strategy (7)**
- **Provide best student and staff experience (7)**
- Developing an enhanced organisation design - culture, leadership etc (5)
- Ensuring compliance (3)
- Financial sustainability (2)
- Managing and developing the executives roles

8. Define any risks to TU Dublin that you feel can be mitigated by Governing Body members?

- **Monitoring compliance with legislation and regulatory requirements (7)**
- **People risk - Internal communications, working together (6)**
- **Positioning and Branding/Reputation damage risk (3)**
- Oversight from governing body members (2)
- Encourage diverse perspectives (2)
- Financial risk (2)
- Integration risk (2)
- Change management
- Risk management framework

9. As a Governing Body member what are the opportunities for the Governing Body to raise the profile of TU Dublin with key stakeholders?

- **Engage with personal connections as well as stakeholders to raise awareness (6)**
- **Build awareness using social media and media channels (4)**
- **Identify stakeholders (3)**
- Networking events (2)
- Profile building (2)

Qualitative results

Overview (continued)

Part A of the online self-assessment survey requested participants to provide qualitative insights into a range of areas of Governing Body Effectiveness. The following slides provide summarised key points arising from the responses received for each question, for information purposes. These observations made are summaries of those conveyed by TU Dublin Governing Body members and do not include any observations or opinions made by Deloitte. The most frequent responses are highlighted in bold with the number of respondents raising this issue provided in brackets if more than one.

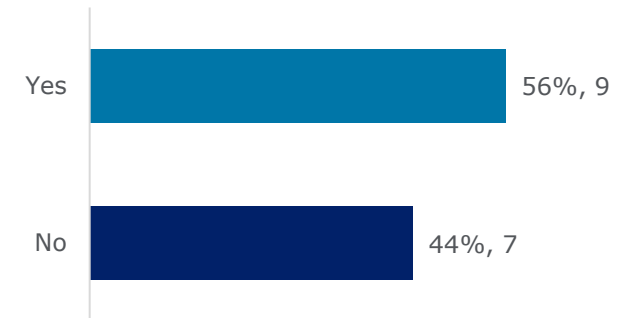
10. Do you believe that the time commitment expected of you as a Governing Body member is proportionate to the size and sector of TU Dublin?

- **Majority responded Yes (9)**

Other Comments:

Redacted under Section 35 (1)(a) of the FOI Act 2014 as information was given in confidence.

10. Do you believe that the time commitment expected of you as a Governing Body member is proportionate to the size and sector of TU Dublin?



Qualitative results

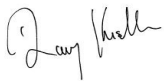
Final Question: If you have any final comments on the effectiveness of the Governing Body please enter into the space provided.

Redacted under Section 35 (1)(a) of the FOI Act 2014 as information was given in confidence.

Statement of Responsibility

We take responsibility for this report, which is prepared on the basis of the limitations set out below.

The scope and objectives of this review are summarised in executive summary of this report. This is not an attest engagement and the matters raised in this report are only those which came to our attention during our review and are not necessarily a comprehensive statement of all weaknesses that exists, or of all improvements that might be made. Recommendations for improvement should be assessed by TU Dublin Governing Body for their full implications before they are implemented. This report has been prepared solely for TU Dublin Governing Body and should not be quoted or referred to in whole or part without prior written consent. No responsibility to any third party is accepted as the report has not been prepared and is not intended, for any other purpose.



David Kinsella

For and on behalf of

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Date: 23 May 2022

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