

FINANCE, HUMAN RESOURCES AND CAMPUS DEVELOPMENT COMMITTEE

TERMS OF REFERENCE

PREAMBLE:

The Governing Authority has established a Standing Committee of the Governing Authority, the Finance, Human Resources and Campus Development Committee (“the Committee”) which shall have an oversight role in relation to monitoring the implementation of the University Strategic Plan, the management of the finances and human resources of the University and the management of the assets of the University.

The governance approach that will be adopted by the Committee is to review and constructively challenge the proposals or reports being presented by the the President of the University. This oversight role is exercised by the Committee on behalf of the Governing Authority and the final proposals and reports will be brought to the attention of Governing Authority for APPROVAL, NOTE or DISCUSSION as appropriate. The Committee is authorised to constructively challenge any new proposals being made for the governance of any matter within the scope of the Committee and to monitor and report upon the outcomes of processes to enhance governance, oversight and policy for any matters within the scope of the Committee, where the scope of the Committee is interpreted, within relevant legislation and codes of governance, as monitoring the implementation of the University Strategic Plan, the management of the finances and human resources of the University and the management of the assets of the University. Any matter that is brought to the Governing Authority for APPROVAL or NOTE will be brought to the Governing Authority accompanied by a recommendation of the Committee.

Normally, all matters within the scope of the Committee are required to be presented to the Committee, in the form that it is intended they will be presented to the Governing Authority, for either APPROVAL or NOTE, prior to forwarding that item to the Governing Authority for APPROVAL or NOTE. Other items within the scope of the matters to be considered by the Committee may be brought to the Committee for DISCUSSION in circumstances where the President believes that the ultimate proposal to Governing Authority would benefit from a consultation with the Committee. Normally in such circumstances, the final proposal to Governing Authority for either APPROVAL or NOTE must be brought back to the Committee before sending on to Governing Authority, though where appropriate, with the approval of the Committee, if there is consensus on a matter brought for DISCUSSION, the matter may be brought directly to Governing Authority for DISCUSSION, APPROVAL or NOTE.

The Governing Authority may refer a matter within the scope of the Committee to the Committee for DISCUSSION, and may require that a proposal be developed by the Committee for APPROVAL or NOTE by the Governing Authority. The Committee may seek the views of Governing Authority on a matter within the scope of the Committee by presenting that matter to the Governing Authority for DISCUSSION.

The Chair of the Governing Authority may, in exceptional circumstances, directly put a matter within the scope of the Committee on the agenda of Governing Authority for DISCUSSION, APPROVAL or NOTE, and will notify the Chair of the Committee in advance of the matter and the reasons for expediting its consideration.

The Committee shall maintain a register of policies and procedures which, by decision of Governing Authority, subject to relevant legislation, statutes and codes of governance, are within the scope of the

Committee, and all changes or amendments to such policies and procedures, or the creation of new policies and procedures, shall be processed through the Committee.

The Committee shall be notified of any reports into matters within the scope of the Committee, including internal audit reviews or general reports on issues and challenges, where such reports raise significant concerns in regard to governance or internal control. These reports shall be presented to the Committee for DISCUSSION.

Where the Governing Authority is specifically required to report to a State agency or other State regulatory authority, on a matter within the scope of the Committee, the report must be presented to the Committee prior to submission to the State agency or regulatory authority. Routine reporting to the HEA, government departments, research agencies, the NUI or IUA are excluded.

MEMBERSHIP:

The first members of the Committee shall be appointed by the Governing Authority and the term of office of the Committee shall be co-terminous with the term of office of the Governing Authority. The Committee shall consist of at least ten and not more than thirteen members. In appointing members, consideration should be given to the skills and independence of members and in particular it may be appropriate that members are external to both the university and the Governing Authority in order to ensure that, taken collectively, the membership has the necessary skills to fulfil the Terms of Reference of the Committee. The President or his/her nominee shall chair the Committee.

The initial members to be appointed by the Governing Authority shall be :

- the President (or his/her nominee);
- the Vice-President Academic and Deputy President
- the Bursar/Secretary
- The Director of Governance
- The Director of Human Resources
- The Vice-President for Estates and Capital Development
- at least four and no more than six non-executive members of the Governing Authority (of which at least two shall be external members); and
- the President of Maynooth Students' Union.

In addition, up to three external persons can be co-opted as full members of the Standing Committee by the Committee itself in order to complete the necessary skills amongst the membership to fulfil the remit of the Committee. The Committee must notify the Governing Authority promptly if the Committee co-opts any person to membership. Appointments to the Committee, both overall and within each category of membership, must be informed by the objective of achieving gender balance in so far as it is possible to do so.

FREQUENCY OF MEETINGS:

The Committee shall meet at least six times a year, normally at least once in each quarter year.

TERMS OF REFERENCE AND MANDATE:

The Finance, Human Resources, and Campus Development Committee is responsible for oversight, in accordance with best governance practice, of the processes governing the implementation of the University Strategic Plan including:

- the processes and procedures governing the development of buildings and estates;
- the processes and procedures governing the preparation of financial budgets and plans;
- human resources policies, processes and procedures as require approval of Governing Authority;
- the governance and strategic processes for ensuring that appropriate resources and capabilities are in place to meet the changing managerial, operational and technical needs of the University.

Specifically, the Committee is required to:

1. support the President in the development of the University Strategic Plan prior to presentation for the approval of the Governing Authority;
2. support ongoing review of progress under the Strategic Plan including a review of the progress of the University in implementing its strategic objectives;
3. maintain a balanced scorecard of KPIs designed to monitor performance against the plan and identify where the performance differs from targets or expectations and report to Governing Authority on same;
4. contribute to the preparation and refinement of plans for the medium-term and long-term development of the University campus prior to their presentation to the Governing Authority for noting and/or approval;
5. monitor the implementation of the Campus Master Plan and ensure that it is updated following periodic analyses of potential areas for development in the context of the changing environment and associated key strategic considerations;
6. monitor the report on performance in delivering the capital development programme of the University;
7. monitor and report on performance in delivering all capital projects particularly in relation to programme and budget management;
8. review and comment on budgets and financial forecasts for the current year and the next three years prior to their presentation for the approval of the Governing Authority and subsequent submission to the HEA; allowing the Committee to make strategic recommendations on the basis for the budgets and financial forecasts;
9. monitor the actual income and expenditure versus the budget for Semester 1 (October to January inclusive), Semester 2 (February to May inclusive) and the full year (October to September inclusive) and receive a commentary on the variances versus the budget from the Bursar; and report to Governing Authority as appropriate;

10. review reports received from the President in relation to the performance and compliance with the covenants entered into by Maynooth University as part of any loan agreement;
11. review recommendations from the President on the acquisition, utilisation and disposal of University assets and in the case of items above a threshold of expenditure or of income that would exceed any of the amounts delegated for such decision to the President, recommend a course of action to the Governing Authority;
12. carry out a regular review into the policies, processes and procedures used in the recruitment, selection and appointment of staff to ensure they are in accordance with best practice and conform to the Statutes of the University and provide any recommended revisions for consideration by the University;
13. taking account of the views of the Equality, Diversity and the Interculturalism Committee, ensure that the employment related policies and procedures of the University comply with our equality strategic objective and align with best practice on equality and diversity in employment.
14. support the development of policies, processes and procedures for staff promotion and re-grading, including confirming that consultation with third party representation organisations has occurred, and (as thought appropriate) recommend such policies, processes and procedures to the Governing Authority for approval; and carry out a review of those policies, processes and procedures in a timely manner before the expiry of the term of the relevant promotion scheme procedures;
15. monitor the culture and values of the University and compare the outcomes of the monitoring process to the values outlined in the Strategic Plan and report to the Governing Authority as appropriate;
16. taking account of the views of Academic Council, review the regulations governing sabbatical leave and maintain oversight of such leave;
17. receive and consider an annual report of the Pension Administration Sub-Committee;
18. review twice each year the full schedule of all the documents formally sealed by the University in the previous six month period;
19. report to the Governing Authority after each meeting by way of a draft set of minutes of the meeting of the Finance, Human Resources and Campus Development Committee and a Report of the matters which the Committee is of the view should be brought to the attention of Governing Authority for note and/or decision.

The Committee may establish sub-committees to assist it in completing its work. A sub-committee may include a minority of members who are not members of the Committee. Sub-committees must be chaired by a member of the Committee and shall be appointed by the Committee. The Governing Authority must be informed promptly if a sub-committee of the Committee is established.

The Committee may establish topic specific working groups to assist it in completing its work. A working group may have a minority of members who are not members of the Committee. The Committee shall appoint members to any working group it establishes.

MEMBERSHIP 2022 - 2023

Maura Moore - *Chairperson*
Professor Eeva Leinenon
Professor Aidan Mulkeen
Mike O'Malley,
Tony Gaynor, *secretary*
Peter Miller
Michael Rafter
James Doorley
Eugene Magee
Paul Clear
Professor Paul Moynagh
Professor Honor Fagan
Niall Daly

Effective From – Date:	Date to be Reviewed (after 3 years and at the beginning of each new term of GA)
03 June 2021	June 2024 February 2025
22 September 2022	June 2024 February 2025