



FINANCE, HUMAN RESOURCES AND CAMPUS DEVELOPMENT COMMITTEE

TERMS OF REFERENCE

CONFIDENTIAL

Date of Approval by Governing Authority:	9 November 2023
Next review of ToR by Governing Authority:	February 2025

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 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 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 members of the Committee shall be appointed by the Governing Authority and the term of office of the Committee shall be for four years (unless a member of the committee has a different membership term on Governing Authority). The Committee shall consist of a maximum of seven members.

The Committee will comprise internal members (members of MU Executive/staff), external (members external to the University), and a student representative.¹ A majority of members of the Committee must be external to MU.

In appointing members, consideration should be given to the skills and diversity of members to ensure that, taken collectively, the membership has the necessary skills to fulfil the Terms of Reference of the Committee. The Chair of the Committee shall be appointed by the Governing Authority upon a recommendation from a Nominations Committee comprising the Chairperson of the Governing Authority and the President.

The quorum for a meeting of the Committee will be four members. For a meeting to be quorate there must also be a majority of external members among those members in attendance.

Members of the FHRCDC can serve a maximum of eight years on the committee.

The Chief Operating Officer (Bursar/Secretary), the Chief Financial Officer, the Director of Governance, and the Committee Secretariat will be in attendance at meetings of the Committee. Other members of MU staff including the VPA/Registrar, the Director of Human Resources, and the Director of Estates and Capital Development, will attend for relevant agenda items.

The Committee may propose to Governing Authority the co-option of additional members of the Committee if the Committee considers that additional expertise is required to fulfil the Terms of Reference of the Committee, The Committee must seek prior approval from the Governing Authority for any increase in the size of the Committee before co-opting any additional members onto the Committee. There must be an appropriate gender balance among the members of the Committee.

FREQUENCY OF MEETINGS:

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

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:

¹ The breakdown of internal, external and student members is aligned to the definitions and approach outlined in Section 16(8) of the Universities Act of 1997 (as amended by the HEA Act of 2022)

- 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, by the methods considered most appropriate by the Committee;
3. 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;
4. 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;
5. monitor reports on performance in delivering the capital development programme of the University;
6. monitor and report on performance in delivering all capital projects particularly in relation to programme and budget management;
7. 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;
8. 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;
9. review reports in relation to the performance and compliance with the covenants entered into by Maynooth University as part of any loan agreement;
10. review recommendations 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;
11. 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;

12. 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 Maynooth University's equality strategic objective and align with best practice on equality and diversity in employment;
13. support the development and review of policies, processes and procedures for staff promotion and re-grading, and (as thought appropriate) recommend such policies, processes and procedures to the Governing Authority for approval;
14. 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;
15. receive and consider an annual report of the Pension Administration Sub-Committee;
16. review twice each year the full schedule of all the documents formally sealed by the University in the previous six month period;
17. review Maynooth University Sustainability Statement and Reporting;
18. 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. 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. The Committee shall appoint members to any working group it establishes.

Version 1

Effective From – Date:	Date to be Reviewed – Annually
9 November 2023	November 2024

Version 2

Effective From – Date:	Date to be Reviewed – Annually
13 December 2023	December 2024