

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 18 February 2004

Present Provost (Dr J Hegarty), Vice-Provost (Dr J B Grimson), Registrar (Mr R A Stalley), Bursar (Dr J W O'Hagan), Senior Lecturer (Dr S M Greene), Dr S P A Allwright, Mr B Connolly, Mr M Dowling, Dr L E Doyle, Dr S Duffy, Dr J A Fitzpatrick, Ms H Fychan, Ms A-M Gatling, Dr H Gibbons, Dr H M C V Hoey, Mr H Kearns, Ms M Leahy, Dr J G Lunney, Mr M Miley, Dr A N M Ní Chasaide, Mrs J O'Hara, Dr J C Sexton, Dr F Shevlin, Ms E K Stokes.

Apologies Dr D L Weaire, Dr T T West.

In attendance

(ex officio) Secretary, Treasurer, Assistant Secretary.

7/165 Minutes The Minutes of the meeting held on 28 January 2004 were approved and signed subject to the following amendments:

6/143 Provost's Report (c) External Board Member The second sentence of the first paragraph was replaced with the following: The Board approved the Provost's proposal that an informal working group, comprising Dr Allwright, Dr Fitzpatrick, Dr Ní Chasaide and Dr West, consider the organisations from which nominations would be sought, noting that the appointee will be selected in accordance with the terms of the College's Private Act.

7/166 Matters Arising from the Minutes A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes 7/167, 7/168).

7/167 Provost's Report - External Board Member (see Minute 6/143 (c) of 28 January 2004) The Secretary advised Board that the informal group had met and was in the process of drawing up a list of organisations which might be consulted in seeking nominations for the external member of the Board. The Secretary also invited Board members to send him suggestions as to whom the College might consult in this regard. The Board noted Mr Connolly's references to the procedures for appointment of the external Board member as specified in the Third Schedule of the Universities Act 1997 and Section 2 (g) of the Trinity College Dublin (Charters and Letters Patent Amendment Act) 2000.

7/168 Nominating Committees - Secretary's Office - Information Compliance Officer (see Minute 6/164 (c) of 28 January 2004) The Board agreed that as the Dean of Arts (Letters) is unable to serve on the Nominating Committee for the post of Information Compliance Officer she would be replaced by Dr C Begley.

7/169 Provost's Report

- (a) **CHIU and OECD Review** The Provost advised Board that the OECD review team had met with representatives of CHIU. The Board noted that a number of issues had been discussed including institutional autonomy, formulation of education policy and the role of the HEA in this regard, funding issues including the possible reintroduction of student fees, quality, research and lifelong learning.

The Provost also advised Board of the on-going CHIU campaign to raise awareness among key decision-makers and the general public in relation to the funding crisis.

- (b) **Agenda for Change** The Bursar, at the invitation of the Provost, outlined the background to the current discussions at the Executive Officers' Group and the Working Group on Structures, Management and Systems (the GSMS Group), aimed at developing the initiatives outlined in the Agenda for Change previously discussed at Board (minute 4/98 of 17 December 2003 refers) and invited Board's particular attention to the following points:

- (i) The final report of the Financial Review Advisory Group (FRAG), approved by Board, (minute 16/333 of 2 July 2003 refers), had recommended that a report be prepared by the Executive Officers' Group on the criteria for determining the distribution of funds and that a specialist group be established to make recommendations in relation to allocating resources, structures, management and systems in the College, noting that both of these activities are now underway.
- (ii) The Executive Officers, in the course of their discussions, have agreed that any future resource allocation model should be driven by academic activities and the three key criteria under-pinning any such model should be student numbers, research activities and special factors, which, if accepted, would facilitate a change from the current practice of allocating resources on the basis of historical baselines. The Board noted that consideration was being given to the weighting which should be allocated to the components of each of the three key criteria. The Bursar advised that proposals on criteria and weighting factors would be presented to Board in due course.
- (iii) Presentations have been made to the GSMS Group by representatives from a number of similar universities, mainly in Scotland, which have introduced significant changes to their structures and management systems in recent years. The experience of other institutions identified the following issues to which the Bursar invited Board's attention:
- any structural changes would require a very significant investment in information technology;
 - there is a trend to have a smaller number of larger academic units with a greater level of devolved management and financial responsibilities than is currently the case in Trinity. Such arrangements can release a significant amount of time to academic activities;
 - the advantages of a resource attribution rather than a resource allocation model could be considered;
 - once a model for change is agreed, changes in structures and management can take place very quickly. Experience in one institution suggests that significant structural changes can take place without any redundancies or closure of individual disciplines.

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- (iv) There is a need to introduce change in the management structures of the College, particularly if the current reduction in government funds is to be reversed. Whether this change should be radical or on a piece-meal basis is an issue which the College must address.

The Provost advised Board that, in addition to the completion of the work on developing criteria for allocating resources and the completion of the GSMS Group's report, a five-year expenditure plan for the College will be developed and negotiations will continue with the Government to address the current funding crisis.

In the course of a long and detailed discussion on the issues raised by the Bursar and the Provost the following points were made by Board members:

- the data previously provided for the unit cost exercise could be a useful starting point in developing resource allocation criteria;
- changes in the College's organisation and structure should not jeopardise the very good work currently being done throughout the College;
- excellence should be a key criterion in considering any structural changes;
- the views of staff in institutions which have undergone change should be sought before any proposals are made about options for Trinity College Dublin.

In response to a query, the Bursar advised Board that the recent management and structural changes in St James's Hospital had also been reviewed.

In concluding the discussion, the Provost advised Board that the GSMS report would be completed by the end of March and that proposals on resource allocation and structures would be presented to Board for consideration as soon as possible thereafter.

- (c) **Centenary of Women in Trinity** The Vice-Provost, advising Board that 2004 is the one hundredth anniversary of the admission of women students to Trinity, invited attention to the following events which will take place during the year to celebrate the centenary: a launch of the year's celebrations by The President, Mrs Mary McAleese on 3 March; an exhibition in the Long Room of the Old Library from 4 April until 31 May; a special sports event on 23 April; the launch of a book entitled *A Danger to the Men? : A History of Women in Trinity College, Dublin 1904-2004* edited by Ms Susan Parkes, on 6 May; an all-women Commons on 11 May; the Academic Symposium on 12 May and the Honorary Degree ceremony on 9 July. The Vice-Provost advised Board that it was hoped that a series of departmental events would take place during Michaelmas Term and that the year would conclude with a reception for all staff in the Dining Hall. The Board noted that all events are listed on the Women's Centenary web page. The Vice-Provost expressed appreciation of the Centenary Coordination Committee and to many individuals in College for their contribution to the year's events.

7/170 Financial Review by the HEA The Treasurer invited Board's attention to a letter from the HEA, dated 6 February 2004, which had been circulated, outlining the details of the forthcoming Financial Review by HEA. The Board noted in particular:

- (a) the composition of the Working Group which had been set up to facilitate the review;
- (b) the areas to be covered by the review as set out in the terms of reference which envisage that the review will cover the last five years audited financial statements;
- (c) that there is a perception that universities have built up financial reserves and each university is invited to make a statement in relation to its overall financial position

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- including any information which would enable a more meaningful analysis of the situation;
- (d) the list of information items required by the Working Group to be provided by 20 February;
 - (e) the requirement for draft consolidated accounts for 2002/2003 when available, including a reconciliation to the HEA funding statement.

The Board, noting the range and extent of data required to be submitted to the HEA within a very short timescale, further noted that this review will facilitate the setting of policy guidelines for the future in the context of enabling universities to plan and manage their affairs in a strategic manner, while at the same time protecting the interests of the State.

The Treasurer advised Board that the consolidated accounts would not be available until clarification was received from the HEA in relation to out-standing technical matters.

The Board noted the Treasurer's concerns in relation to the very short time-scale within which the College was expected to submit information to the HEA and also in relation to the very high volume of data requested, noting in particular the analytical difficulties which there will be in preparing a comparable analysis across all universities. The Treasurer advised Board that, since notification of the provisional grant by the HEA, the College has been operating on an emergency basis and that in view of the on-going financial uncertainty it would not be possible to prepare a strategic financial plan such as that requested by the HEA.

In discussing the review, Board members expressed concern at the volume and time-scale of the HEA requirements and noted the pressure which the review is placing on the Treasurer's Office. The Board also expressed concern that the terms of reference for the review do not address the mechanisms by which universities are notified of, and receive, their funds and the associated uncertainties and delays in relation to financial management within the sector.

In response to queries, the Treasurer advised Board that the required information would not be available for the HEA by its deadline of 20 February but that it was hoped to submit the material during the following week. The Board noted that the submission to the HEA would be accompanied by a letter from the Treasurer which would outline, in detail, the College's concerns in relation to the review and the narrow focus of its terms of reference.

7/171 Estimates for 2004-2005 The Treasurer invited Board's attention to the following documentation which had been circulated, noting that the Executive Officers' Group and the Finance Committee had reviewed all the relevant correspondence in detail prior to presenting their recommendations to Board for consideration:

- (a) a memorandum from the Treasurer and the Deputy Treasurer dated 10 February 2004;
- (b) recurrent Income and Expenditure Account – Estimates for Calendar Year to 31 December 2004 (HEA Format);
- (c) recurrent Income and Expenditure Account - High level Estimates for Calendar Year to 31 December 2005;
- (d) A draft letter to the HEA, dated 18 February 2004, regarding the Estimates submission.

The Board also noted Minute 2004/58 – Recurrent Income and Expenditure Estimates – 2004 from the meeting of the Finance Committee held on 6 February 2004.

The Treasurer invited Board's attention to ongoing financial issues associated with the Protection of Employees (Part-time Workers) Act 2001 the current status of which remains unclear in respect of the periods to 31 December 2003 and 31 December 2004, and to the need

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for clarification in relation to funding levels for the Edward Kennedy Chair in Health Services Management and Policy.

The Board noted that, following the application of the full Financial Review Advisory Group recommendations and the detailed data now to hand, including supplementary grants, there had been a slight improvement in the position relative to that anticipated in November 2003 but that serious consideration needs to be given to the gravity of the likely deficit position confronting the College in 2005 if the current funding basis is not reversed. In the context of the provisional grant for 2004, the Board approved the following recommendations:

- (e) a once-off recurrent equipment allocation of €600,000 to be made available for distribution in the normal manner;
- (f) an increase of €200,000 to the Board approved emergency fund of €800,000 to deal with once-off pay and non-pay crises in both academic, service and support areas;
- (g) an additional allocation of €200,000 to the previously approved fund of €200,000 for emergency staffing requirements in 2003/04, noting that the previously approved fund was very close to being exhausted;
- (h) increasing the Contingency Fund by €1.3m to €2.3m bringing it to a level of 1.5% of total budget (excluding research) to allow for unforeseen expenditures.

In response to a query the Treasurer advised Board that the Capitation Grant is classified as a non-pay item in the College's accounts.

In response to queries from a number of Board members, the Treasurer advised Board that the contingency fund included in the estimates is intended to account for potential shortfalls for which funds have not yet been provided by the HEA, such as costs associated with commitments to part-time employees. The contingency fund will also provide funds for the short-fall in recurrent income for the period 1 October to 31 December 2004, noting that unspent departmental reserves provided the necessary funding for the contingency fund.

In response to a query, the Treasurer advised Board that, should the College borrow funds from the self-financing activities which are currently in surplus, the repayment of such loans would become a long-term liability which the College would have to fund at some time in the future.

The Board noted Mr Kearns's comments in relation to payments which will be due to technician members of staff on the completion of their review and to those eligible for awards following the parallel benchmarking exercise.

The Treasurer also invited Board's attention to the High Level Estimates for the Calendar Year 2005 which, on the basis of the principles and policies that the HEA have applied to the 2004 Estimates, would result in a projected deficit in the order of €10 million at the end of 2005.

The Board, approving the draft letter which it was agreed would be submitted to the HEA together with the 2004 Estimates, agreed that in accordance with Section 37 (5) of the Universities Act 1997 the HEA should be formally advised that actions proposed by the Board will result in expenditure in excess of budget in 2005 and subsequent years unless the State Grant is substantially increased.

- 7/172 **Acta of the University Council** The Board confirmed Acta of the University Council from its meetings of 4 February 2004 subject to further comment covering the following: 21/A, 21/B, 23/B.

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- 7/173 **Personnel and Appointments Committee (see Actum 21/A of 4 February 2004)** The Board approved the recommendations of the committee from the meeting of 23 January 2004.
- 7/174 **Nominations for Appointment Nominations for Appointment (see Actum 21/B of 4 February 2004)** The Board, on the recommendation of the University Council, approved the appointments as summarised in Appendix 1 to these Minutes.
- 7/175 **Leave of Absence (see Actum 23/B of 4 February 2004)** The Board approved the following applications for leave of absence:
- (a) **Geology** Dr P N Wyse Jackson – Michaelmas term 2004;
 - (b) **Zoology** Dr J M Rochford – Trinity term 2004.
- 7/176 **Future Board Meetings** Under Other Business, the Board agreed that due to exceptional circumstances the Board meeting on 10 March 2004 would take place at 10.00am and would conclude at 11.45am.
- 7/177 **Senior Promotions 2003/2004** Under Other Business, the Board approved the Vice-Provost's proposal that there should be a maximum of six promotions from Lecturer to Senior Lecturer and a maximum of four promotions to Associate Professor in 2003/2004.
- 7/178 **Fellowship** Under Other Business, the Board approved a proposal from the Fellows that persons eligible for Fellowship under Chapter V, Section 7 of the Statutes (i.e. Full-Time Professors of the University) should be nominated for Fellowship on the first Trinity Monday following the date at which they took up their appointment in College where this has been on, or before, the first day of the previous Statutory Michaelmas Term. Professors taking up appointment later than the first day of the Statutory Michaelmas Term will be nominated in the following academic year. The Board agreed that this proposal would come into effect in the academic year 2004/2005.
- 7/179 **Financial Cuts** Under Other Business, the Board noted Dr Lunney's comments in relation to a letter which had been circulated to Board members from staff in the Biochemistry Department concerning the removal of unspent departmental reserves.
- 7/180 **Filming in College** Under Other Business, in response to a query, the Secretary advised Board that, while the College's communications strategy is fully supportive of publicising the College's activities by way of television and radio broadcasts, the College has a protocol for filming and interviews in College which must be followed to ensure that adequate health and safety provisions are in place and that there is a coordinated approach to facilitating camera/recording crews. The Secretary agreed to circulate this protocol to all staff.
- 7/181 **Personnel and Appointments Committee** Under Other Business the Board approved the appointment of Dr Brian M Lucey to the Personnel and Appointments Committee for the academic year 2003/2004 and two further years thereafter to replace Professor Eithne M McCabe whose term of office had expired.

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- 7/182 College Telephone Directory** Under Other Business, in response to a query, the Secretary advised Board that staff shortages in the Director of Buildings Office have caused very significant delays in producing the next edition of the College's telephone directory which it is proposed will be available on the College's website with a facility for each staff member to print-out up-dated versions on an on-going basis. It was agreed that the Board's wish to have a printed directory available would be passed to the Director of Buildings.
- 7/183 Student Case** Under Other Business, in response to a query, the Secretary advised Board of the background to a letter circulated to members of the Board by a named student.
- 7/184 Finance Committee** The Board noted the draft Minutes of the Finance Committee from its meeting of 6 February 2004 as circulated and approved the recommendations.
- 7/185 Site and Facilities Committee** The Board noted the draft Minutes of the Site and Facilities Committee from its meeting of 3 February 2004 as circulated and approved the recommendations, further noting that there would be an amendment to the Minutes clarifying that no decision had been made in relation to any possible sale of Greenane.
- 7/186 OECD Review of Higher Education in Ireland – Submission from the Conference of Heads of Irish Universities** The Board noted the submission, circulated dated 2 February 2004.
- 7/187 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 27 January 2004, as circulated.
- 7/188 Proctors' Lists for Spring Commencements- 13 February 2004** The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 10 February 2004.
- 7/189 Sealings** The Board noted:
- (a) **1-5 College Green**
 - (i) The Seal of the College was put (in triplicate) to a Lease of Basement and Ground Floor of 1-2 College Green between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin, Treasury CMBS Limited and Treasury Holdings Ltd.
 - (ii) The Seal of the College was put (in triplicate) to a Building Licence Agreement between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Trinity Group Limited.
 - (iii) The Seal of the College was put (in triplicate) to a Lease of Basement and Ground Floor of 3 College Green between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin, Bobbio Limited and Castle Market Holdings Limited.

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- (iv) The Seal of the College was put (in duplicate) to a Conveyance of 3 College Green between Bobbio Limited and the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin.
- (v) The Seal of the College was put (in triplicate) to a Sublease of Basement and Part of Ground Floor of 4-5 College Green between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin, Soffan Limited and Treasury Holdings Limited.
- (vi) The Seal of the College was put (in triplicate) to a Lease of Basement and Ground Floor of 4-5 College Green between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin, Soffan Limited and Treasury Holdings Limited.
- (vii) The Seal of the College was put (in triplicate) to a Licence to Sub-let and carry out works on 4-5 College Green between Anthony Duffy, the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Soffan Limited.
- (viii) The Seal of the College was put to five copies of a Licence of Sub-let the Basement and Ground Floor of 4-5 College Green between Anthony Duffy, the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin, Soffan Limited, Carleismo and Seamus Griffin.

[29/01/04]

- (b) **North-East Corner Site – Licence Agreement with CIE** The Seal of the College was put (in duplicate) to a Licence Agreement between Coras Iompair Éireann, Iarnród Éireann-Irish Rail and the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin regarding the North-East Corner Site. [3/02/04]
- (c) **Enterprise Centre, Rent Review – Unit 5.5 Atlantic Clothing** The Seal of the College was put in duplicate to a Memorandum of Rent Review in respect of Unit 5.5 in the Trinity College Enterprise Centre for Atlantic Clothing. [9/02/04]
- (d) **Enterprise Centre, Rent Review – Unit G3 Thomas O’Baill** The Seal of the College was put in duplicate Memorandum of Rent Review in respect of Unit G.3 in the Trinity College Enterprise Centre for Thomas O’Baill. [9/02/04]
- (e) **Identigen Limited – Licence Agreement** The Seal of the College was put (in duplicate) to a Licence Agreement between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Identigen Limited for Units 9a/9b of the Enterprise Centre. [9/02/04].

7/190 **Bequests and Benefactions**

- (a) The Board noted with appreciation the gift of a drawing (4" x 8") by Michael Craig of the entrance front of the Provost’s House, presented by Mr Roger Dunwoody, Dunwoody and Dobson Ltd and Mr John O’Connell, Architect, to commemorate the restoration and refurbishment work 2001-2002.
- (b) **Dante Alighieri Prize** The Board noted and approved a memorandum from the Treasurer, circulated dated 10 February 2004.

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- 7/191 Prizes and Other Awards – Prizes Awarded in the Faculty of Arts (Letters)** The Board noted and approved a memorandum from the Treasurer, circulated dated 10 February 2004.
- 7/192 Representation – Registration Council** The Board noted and approved the nomination of Professor A M E O'Moore as the College's representative on the Registration Council of the Department of Education and Science for three years to 1 January 2006.
- 7/193 Permissions – St Patrick's Festival** The Board allowed the Front Gate area of College to be decorated as in previous years, and subject to availability and approval by the Facilities Officer and others, to provide limited access for festival organisers to the An Post car park. The Board noted Mr Connolly's comments in relation to the opportunities for the College to participate in the Bloomsday Centenary Festival.
- 7/194 TCD Association and Trust—Grant Applications - Hilary Term** The Board noted and approved the recommendation of the TCD Association and Trust in relation to the Research Fund, and noted its recommendations in relation to the General Fund, circulated dated 9 February 2004, as follows:

Research Fund	€
(a) Dr Helen Conran-O'Briain (English), Festschrift for Professor J V Scattergood: <i>The Key of All Good Remembrance: Essays in Medieval and Renaissance Literature in honour of John Scattergood</i> . Grant of €3,500 and loan of €1,000 – to be repaid from sales.	3,500 1,000
General Fund	€
(b) Department of Civil, Structural and Environmental Engineering Junior Sophister visit to a European city [once-off payment this year only].	2,000
(c) DU Ladies Boat Club: towards purchase of new equipment, including boat to be named 'The TCD Association and Trust'.	8,000
(d) Classical Society: for advertisement in programme for production of Sophocles's <i>Electra</i> in the original Greek, Players Theatre, 1-6 March 2004.	1,000
(e) DU Players: towards cost of staging two productions at the Edinburgh Fringe Festival 2004.	4,000
(f) DU Swimming Club: towards participation in first Corrib Masters Water-Polo Tournament, Galway - €100 per person up to a maximum of 16 participants.	1,600 max
(g) DU Orienteers: funding for international trip to Jan Kjellstrom trophy competition, Easter 2004, €50 per person up to a maximum of 20 persons.	1,000 max

- 7/195 London Trust for Trinity College Dublin (280693)** The Board noted that the Charity Commission for England and Wales has approved that the London Trust for Trinity College Dublin may use a working title of 'The United Kingdom Trust for Trinity College Dublin' with the title 'The London Trust for Trinity College Dublin' remaining the registered name.

- 7/196 Technical Staff Committee** The Board noted that Mr R Keaveney and Dr W Cullen have been elected as representatives for Constituency One and Constituency Three respectively on the Technical Staff Committee for 2004-2006.
- 7/197 Library Staff Review Committee** The Board noted the election of Mr S Breen and Dr K J McGinley as staff representatives on the Library Staff Review Committee for the review period 2004-2005.
- 7/198 Nominating Committees** The Board noted the following memberships (committees (b), (c) and (d) had been proposed to Board because of the urgency in making these appointments):
- (a) **Treasurer's Office – In-House Counsel (Administrative Grade 1 half-time, contract of indefinite duration) and Administrative Officer (Administrative Grade 3 – job share)**
Deputy Treasurer
Ms D Savage
Ms M Tracey
Mr E O'Dell
Dr C O'Beirne (UCD)
 - (b) **Lecturer in Practice of Pharmacy (permanent post)**
Dean of Faculty of Science
Mrs I L I Hook
Professor P J O'Meara
Dr M C Henman
Mr C Meegan (Mater Misericordiae Hospital)
 - (c) **Lecturer in Pharmaceutics and Pharmaceutical Technology (two-year contract post)**
Dean of Faculty of Science
Mrs I L I Hook
Professor O Corrigan
Professor P B Deasy
Dr M O'Regan
 - (d) **Lecturer in Pharmacology (two-year contract post)**
Dean of Faculty of Science
Mrs I L I Hook
Dr M C Henman
Dr T O'Connor.

The following item on the Agenda was withdrawn for consideration at a future meeting:

- C.11 Faculty of Health Sciences Ethics Committee**
Proposal from the Dean of Health Sciences, dated 21 January 2004.

Signed:

Date:

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Appendix 1 to Minute 7/174

Nominations for Appointment (see Actum 21/B of 4 February 2004)

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Biochemistry	Research Associate	Heffernan, Mark Andrew, B.Sc, Ph.D. (Melb.)	12.01.2004	30.08.2004
Biochemistry	Research Assistant (part-time)	Bridge, Mary Helen, B.A. (Dubl.) Ph.D. (Vienna)	01.01.2004	12.02.2004
CLCS	Research Fellow	Ito, Mika, B.A. (Tokyo)	01.01.2004	30.09.2006
Computer Science	Part-time Lecturer	Upton, Conor, B.A. (D.I.T.) M.Sc (Dubl.)	01.01.2004	30.06.2004
Dentistry	Clinical Teacher	Brazil, Ann, B.A., B.Dent.Sc (Dubl.)	01.09.2003	30.06.2006
English	Visiting Lecturer	Fryatt, Charlotte, B.A. (Cantab.) [Ph.D. (Dubl.) (to be conferred)]	01.10.2003	30.06.2004
Hispanic Studies	Language Assistant	McDermid, Robert Paul, B.A. (Dubl.)	05.01.2004	07.05.2004
Histopathology	Part-time Lecturer	Swann, Niall, M.B., B.A.O., B.Ch. (R.C.S.I.) M.R.C.P.I., F.C.A.P.	01.01.2004	Ongoing
Microbiology	Research Fellow	Piggott, John Michael, B.Sc. Applied Biosciences, (N.C.E.A.), M.Sc. Microbiology, (N.U.I.)	01.01.2004	31.10.2005
Microbiology	Research Fellow	Pinjon, Emmanuelle, B.Sc, M.Sc., (Paris) Ph.D. (Dubl.)	01.01.2003	31.12.2005
Molecular Medicine	Research Associate	O'Sullivan, Mary B.Sc, (N.U.I.), M.Sc. (Dubl.), Ph.D. (Dubl.)	13.10.2003	12.10.2005
Music	Lecturer	Waeber, Jacqueline, D.ES Lettres (Geneva)	13.01.2004	Permanent
Physics	Research Fellow	Stephens, Colm, B.A., M.Sc., Ph.D., (Dubl.)	01.02.2004	01.02.2005
Psychiatry	Clinical Tutor	Whitty, Peter, M.B. B.Ch. B.A.O. (R.C.S.I.) M.R.C.Psych.	01.10.2003	30.09.2004
Surgery	Visiting Professor	Nattestad, Anders, D.D.S. (R.D.C. Copenhagen), Ph.D. (R.D.C. Copenhagen)	01.01.2004	21.12.2005
Zoology	Research Fellow	Vendrell, Victor, B.A. (U. Autonoma, Madrid) Ph.D. (Valladolid)	02.02.2004	01.02.2008