

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 29 September 2004

Present Provost (Dr J Hegarty), Vice-Provost (Dr J B Grimson), Registrar (Dr D J Dickson), Bursar (Dr J W O'Hagan), Senior Lecturer (Dr J A Murray), Dr S P A Allwright, Mr B Connolly, Dr L E Doyle, Dr J A Fitzpatrick, Dr H Gibbons, Dr H M C V Hoey, Mr H Kearns, Mr F Kieran, Ms M Leahy, Dr J G Lunney, Mr D Mac Síthigh, Mrs J O'Hara, Mr L Ryder, Mr R P Sheridan*, Dr F Shevlin, Ms E K Stokes.

Apologies Dr S Duffy, Dr A N M Ní Chasaide, Dr J C Sexton, Dr D L Weaire, Dr T T West.

In attendance

(ex officio) Secretary, Treasurer, Assistant Secretary.

(present for) Minutes: BD/04-05/: 010 (iii) to 036

The Provost welcomed all Board Members who were attending their first Board meeting.

SECTION A

BD/04-05/001 Minutes The Minutes of the meeting held on 7 July 2004 were approved and signed subject to the following amendments:

15/349 Board Membership Insert the phrase 'from Mr Connolly', after the word 'query' on line 1.

15/353 Structural Reform Replace the phrase 'It should be' at the beginning of point 5 on page 4 with 'It was'.

15/356 Principal Committees 2004-2005 Replace the phrase 'Mr Miley' in the second paragraph on page 8 with 'the Student Members of Board'.

BD/04-05/002 Matters Arising from the Minutes A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes BD/04-05/003, 004, 005, 006, 007, 008, 009).

BD/04-05/003 Board Membership (see minute 15/349 of 7 July 2004) The Secretary advised Board that one nomination had been received and another was expected arising from the consultation process associated with the appointment of an External Board Member to replace Dr Horn. The Board noted that the committee appointed by Board to appoint the new Board Member would report to Board at its next meeting.

BD/04-05/004 Policy, Practice and Regulations on Intellectual Property (see minute 15/352 (b) of 7 July 2004) The Secretary advised Board that advice was now being sought on a number

of legal issues in relation to the proposed Intellectual Property Policy and it was hoped to present a revised policy to Board by the end of Michaelmas Term.

BD/04-05/005 Structural Reform (see minute 15/353 of 7 July 2004) The Secretary invited Board's attention to the membership of the following groups established to prepare proposals on different aspects of the structural reform:

(i) Task Force to prepare a position paper on the criteria for use in the Resource Allocation Model:

Bursar (Chair)
Senior Lecturer
Dean of Research

In attendance: Treasurer
Academic Secretary

(ii) Working Group to report on the principles that should apply to the relationship between academic, administrative and support areas:

Vice-Provost (Chair)
Staff Secretary or nominee, (Secretary)
Senior Lecturer
Secretary
Treasurer
Academic Secretary
Director of IS Services
Dean of Arts (Letters)
Professor K M Devine

BD/04-05/006 Student Life Survey and Annual Report (see minute 15/354 of 7 July 2004) Mr Mac Síthigh advised Board that copies of the report on the Student Life Survey had been sent to all departments in College and that the Students' Union and the Graduate Students' Union were working with CAPSL to improve the survey methodology, noting that it was hoped to repeat the exercise during the current academic year.

BD/04-05/007 Academic Promotions (see minute 15/355 of 7 July 2004) In response to a query, the Vice-Provost advised Board that the Working Party on Academic Promotions had rejected the concept of a 'twin-track' approach to promotions whereby some staff would be promoted by by-passing the Senior Lecturer grade and others would progress through the grades. The Board noted the Working Party's recommendation that the same objective could be achieved by introducing accelerated advancement on the Senior Lecturer scale. The Vice-Provost advised Board that the operation of the Working Party's recommendations would be reviewed after two years.

BD/04-05/008 Principal Committees (see minute 15/356 of 7 July 2004) The Secretary advised Board that a briefing session had taken place with the Chairs and Secretaries of Principal Committees with a view to implementing the new committee arrangements as approved by Board, noting that it would take some time before all the new procedures were operating smoothly. In response to a query, the Secretary confirmed that external Board members are eligible to be members of Principal Committees.

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BD/04-05/009 Panels of Enquiry (see minute 15/365 of 7 July 2004) In response to a query, the Registrar advised Board that it was hoped to present proposals in relation to a revised student disciplinary process to Board by the end of Michaelmas Term.

The Secretary advised Board that reports from the Chairman of the Panels of Enquiry which had taken place since the last Board meeting, and whose decisions had been approved under Vacation Procedures, were available for consultation in the Secretary's Office.

BD/04-05/010 Provost's Report

- (i) **Restructuring/Resource Allocation Model - Schedule for Implementation** The Provost invited Board's attention to a project plan and schedule for the next phase of the restructuring which had been tabled, noting that a schedule and all related documents would be available for consultation and comment on the College's website.

The Provost advised Board that the first report of the Task Force preparing a position paper on the criteria for use in the Resource Allocation Model would be available for discussion by the end of October, noting that proposals in relation to the Model would be considered by the Resource Management Working Group and the University Council prior to their presentation to Board in December 2004.

The Board noted that a 'bottom-up' consultation process on restructuring had commenced and that the Provost and the Senior Lecturer had met with the Deans of Faculties and that they would meet with the Heads of all academic departments over the coming weeks. The Provost advised Board that it was hoped to present initial proposals in relation to re-structuring by the end of October.

The Provost advised Board that while it would be difficult to make substantial progress on restructuring in the administrative and support areas, pending greater clarity on the likely academic structure, the Working Group established to report on the principles that should apply to the relationship between academic, administrative and support areas had identified some issues on which action can be taken immediately.

In response to queries from the Student Members of Board, the Board confirmed that students would be fully involved in the consultation process.

- (ii) **Finance/Budgetary Issues 2004-2005** The Provost advised Board that there would be no change in the commitments which had been made regarding expenditure for the academic year 2004/2005, (minute 10/260 of 21 April 2004 refers) noting that it was possible that the College would incur a deficit at the end of the financial year unless there is a significant increase in government funding, further noting that there would be no indication as to the level of the 2005 block-grant until the Government's estimates are published in November 2004.
- (iii) **OECD Report – Review of Higher Education in Ireland** The Provost invited Board's attention to the conclusions and recommendations of the OECD's Review of Higher Education in Ireland which had been circulated, noting that the full report is available on the web. The Provost, broadly welcoming the Report, noted that, overall, it was a very positive development for the university

sector and if implemented fully would offer significant opportunities in the future. The Provost invited Board's attention to the Report's recommendations under three broad headings - institutional reform, national system of education, and funding structures. The Board noted the Review Team's recommendation that while the sector requires significant additional investment, the funds need not necessarily come from the government, further noting the recommendation that, subject to means testing, fees for undergraduate study should be re-introduced.

Mr Kieran, welcoming many aspects of the Report's recommendations, advised Board of students' concerns in relation to recommendations about student fees, student loans and related issues.

In the course of a brief discussion on the Report's recommendations a number of concerns in relation to funding and governance were raised. The Board agreed that the College, in conjunction with CHIU where appropriate, should be pro-active in responding to the Report and that it should focus its discussion on core recommendations and their implications for the College.

The Board, noting that it was likely that the Government would begin to implement the recommendations in the near future, agreed that there would be more detailed discussions at future Board meetings.

- (iv) **HEA Reports** The Provost invited Board's attention to two HEA reports which had been published recently viz. *HEA Report on the Financial Position of Irish Universities* and *Review and Prioritisation of Capital projects in the Higher Education Sector*, noting that both reports had been very positive for the sector in clarifying the current status of funding and future capital needs.

The Treasurer invited Board's attention to the conclusions of the *HEA Report on the Financial Position of Irish Universities*, noting in particular the report's recommendations that the creation of financial surpluses is essential to enable universities to accumulate cash for strategic reasons and that the current levels of surpluses held by institutions are inadequate and should be increased to three per cent of income. The Board also noted specific recommendations in relation to the levels of cash held by universities and the need to provide funds for depreciation which had hitherto not been provided by the HEA. The Treasurer invited the Board's attention to the recommendation that, as universities need security and stability in their public funding to facilitate strategic financial planning, efforts to generate non-State income should not result in penalties by way of reduction in public funds. The Board also noted the report's comments in relation to the need for universities to finance and manage their strategic development on a sustainable basis with a consequent need to introduce a change in culture and to develop more strategic and professional management skills.

The Treasurer advised Board that the presentation of consolidated accounts, showing the full range of university functions, had demonstrated that universities are multi-faceted institutions managing a complex portfolio in an increasingly commercial environment. The Board noted that the report had also recommended that, while consolidated accounts were valuable in presenting a full picture of an institution's activities, they were limited in the information they could provide in relation to strategic and financial planning and that a further funding statement would be required for this purpose. The Treasurer advised Board that, should this recommendation be implemented, the College would have to prepare three financial statements each year.

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The Treasurer advised Board that since the publication of the report the College, represented by the Provost, the Bursar, the Secretary and the Treasurer had met with the Review Team and representatives of the HEA to discuss issues of concern to the sector, including the need to integrate strategic and financial planning within universities and factors affecting pension funds. The meeting also addressed matters specific to Trinity including internal balances and cash levels within the College. The Treasurer advised Board that issues in relation to the lack of comparability of data across individual institutions in the report would be raised with the HEA.

The Board noted Mr Connolly's comments in relation the report's omission of costs associated with the provision of social capital by the sector and in relation to the need to monitor indirect costs associated with the College's activities.

The Provost advised Board that the report's recommendations would be brought to the attention of the Finance Committee.

The Bursar invited Board's attention to the findings of the *Review and Prioritisation of Capital Projects in the Higher Education Sector* which had analysed universities' capital requirements over two time-periods 2004-2009 and 2009-2014. The Bursar advised Board that the report had recommended that in the order of €160 million be allocated to the sector over the period 2004-2009 for selected capital projects of which €9.4 million should be allocated to Trinity for a range of projects including developments associated with access, equality and marginalisation, the Centre for Academic Practice and Student Learning, the conversion of the Luce Hall for a Student Centre, and space for the teaching of radiography and social work. The Board also noted that it was recommended that €90 million per annum should be available for maintenance and capital equipment across the sector. The Bursar also advised Board that the report had recommended that €64 million be allocated to the sector for the period 2009-2014, of which €12.5 million was recommended for a Life Sciences Building in Trinity.

The Board, noting that while amounts recommended for individual projects were small, their impact would, if delivered, be very positive throughout the College.

The Board agreed that the report should be brought to the attention of the Site and Facilities Committee and the Finance Committee.

- (v) **Senior Promotions** The Provost advised Board that, in view of the very high calibre of candidates currently eligible for promotion to Associate Professorship, approval was sought to increase the previously approved quota for the 2003/2004 review from four to six, (minute 7/177 of 18 February 2004 refers).

The Board noted that as the new promotions policy would be in operation from 2004/2005, a precedent was not being set for the future and approved the proposal.

BD/04-05/011 Capital Projects Following a brief discussion on issues in relation to current capital developments and their associated risks, as outlined by a number of College Officers, the Board directed that:

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- (i) papers on capital projects, similar to those which had been prepared previously by the Bursar, would be presented to Board for consideration on a regular basis. The Board requested that these papers be prepared by the Bursar in consultation with the Treasurer, the Director of Buildings and the Deputy Director of Buildings;
- (ii) a group, convened and chaired by the Bursar, and comprising the Secretary, the Treasurer, the Director of Buildings and/or the Deputy Director of Buildings and the College's property advisor, should meet as soon as possible, and as frequently as required thereafter, to prepare proposals for eventual consideration by Board in relation to the management of the College's property portfolio;
- (iii) in order to ensure that data in relation to the College's allocation of space would be available to meet Science Foundation Ireland's requirements, and the needs of the proposed Resource Allocation Model, external assistance should, if necessary, be employed to undertake the required survey work and subsequent compilation of data.

In response to a query, the Bursar advised Board that a meeting of the Site and Facilities Committee would take place soon.

BD/04-05/012 Acta of the University Council The Board confirmed Acta of the University Council from its meetings of 15 September 2004 subject to further comment covering the following: (CL/04-05/002)

BD/04-05/013 SFI Funded Chair in Neuroscience (see Actum CL/04-05/002 of 15 September 2004) The Board noted that the University Council had nominated:

Mani Ramaswami

M.S. (Indian Institute of Technology, New Delhi), Ph.D. (Caltech)

to the above Personal Chair which will be based in the Department of Zoology, noting that the Chair will be funded by Science Foundation Ireland.

BD/04-05/014 Benchmarking Irish Leaving Certificate against A Levels Under Other Business, in response to a query, the Senior Lecturer advised Board that the decision to change the equivalence between Leaving Certificate and A Level grades (Actum 57/A of 23 June 2004 refers) had been taken in order to ensure equity for all students applying to College and had been based on the report of a UK Expert Group which had been established to conduct a benchmarking exercise between the two examinations. The Senior Lecturer, noting that the new system would be introduced for admissions in 2005, advised Board that the few cases where A level students have made choices in Lower 6th Form that would preclude them from Trinity Matriculation would be viewed sympathetically by the Admissions Office.

SECTION B

BD/04-05/015 College Safety Committee – Annual Report 2003-2004 The Board noting the Annual Report 2003-2004 from the College's Safety Committee agreed that it would be discussed in detail at the next Board meeting.

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SECTION C

- BD/04-05/016 Senior Master Non-Regent** The Board noted that Professor R J Hill succeeds to the office of Senior Master Non-Regent from 30 September 2004.
- BD/04-05/017 Proctors' Lists for Second Summer Commencements** The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 6 July 2004.
- BD/04-05/018 Sealings** The Board noted:
- (i) **Centre for Deaf Studies – Licence Agreement for 40 Lower Drumcondra Road**
The Seal of the College was put in duplicate to a Licence Agreement between the Catholic Institute for the Dean and the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin for accommodation for the Centre for Deaf Studies in 40 Lower Drumcondra Road. [16/7/04]
 - (ii) **Collateral Agreement – Lowry Piling (Ireland) Ltd** The Seal of the College was put to a Collateral Agreement between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Lowry Piling (Ireland) Ltd regarding Phase 3 works to Parsons Building. [10/8/04]
 - (iii) **Share Subscription Agreement – Optigen Technologies Limited *et al*** The Seal of the College was put to a Share Subscription Agreement between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Optigen Technologies Limited *et al*. [16/8/04]
 - (iv) **Deed of Amendment – University of Dublin Trinity College Pension Scheme**
The Seal of the College was put to a Deed of Amendment, to the University of Dublin Trinity College Pension Scheme, between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin, Irish Pensions Trust Limited and the Trustees of the Pension Scheme. In response to a query, the Treasurer advised Board that the Deed of Amendment to the University of Dublin Trinity College Pension Scheme addressed matters in relation to the administration of the pension fund. [17/8/04]
- BD/04-05/019 Headship of Department – Physiotherapy (Acting)** The Board noted the nomination of Ms J M Hussey, for 2004-05.
- BD/04-05/020 Panels of Enquiry** The Board noted that in accordance with the powers devolved by Board at its meeting of 7 July 2004, the Provost and the Senior Lecturer, having considered the reports from the Panels of Enquiry in respect of four named students, adopted these reports in accordance with Schedule II, paragraph 43 of Chapter XII of the Consolidated Statutes.

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BD/04-05/021 Resignation The Board noted the resignation of Professor N J White from the Chair of Geology and Mineralogy (1843), with effect from 30 September 2004.

BD/04-05/022 Prizes and Other Awards

- (i) **Postgraduate Travelling Scholarship in Surgery (2004)** The Board noted and approved the award of the 2004 Postgraduate Travelling Scholarship in Surgery, together with the Sheppard Memorial Prize and the Edward Hallaran Bennett Medal in Surgery to Dr Siún M Murphy;
- (ii) **Edmund Burke Fund** The Board noted and approved memorandum from the Treasurer, circulated dated 12 July 2004;
- (iii) **Madeleine Farrell Prize in Philosophy of Mind** The Board noted and approved memorandum from the Treasurer, circulated dated 4 August 2004.

BD/04-05/023 Bequests and Benefactions

- (i) **Collection of Recordings** The Board noted with appreciation the generous gift of a large collection of 78 and LP jazz recordings (plus some books), the collection of Dr Franz C W Winkelmann, former Treasurer of the College.
- (ii) **Sculpture** The Board noted with appreciation the gift of the sculpture, 'Chac Mool' by Sebastián, donated by the artist and unveiled by HE Mr Agustín Basave, Ambassador of Mexico, on 8 September 2004.
- (iii) **Professor G W P Dawson (Deceased) – Genetics Award** The Board noted a memorandum from the Treasurer, circulated dated 20 September 2004, and noted in particular the generous bequest of the late Professor Dawson for the endowment of an award to bring an internationally prominent geneticist to the Department of Genetics every two years, the visit to include the equivalent of a day in discussion with Sophister and graduate students of the Department;
- (iv) **Estate of Dr M Knight (Deceased)** The Board noted memoranda from the Treasurer, circulated dated 16 July and 24 August 2004;
- (v) **Ms Ethel Davis (Deceased)** The Board noted a memorandum from the Treasurer, circulated dated 4 August 2004.

BD/04-05/024 Committees The Board noted the following nominations:

- (i) **Advisory Committee on Honorary Degrees** Dr G McHugh to replace Professor D McAleese.
- (ii) **Graduate Studies Committee** Dr L Alweiss to replace Dr M Valiulis; Professor T P McC Brown to replace Professor D Singleton; Dr B M Lucey to replace Dr J McDonagh (for 2004-05 only); Professor V Cahill to replace Dr T L L Orr.
- (iii) **College Safety Committee** The Board noted that the Students' Union representative on the committee was now the Welfare Officer (in place of the President).

BD/04-05/025 Trinity Foundation – Funding (see Board Minute 13/345 of 10 July 2002) The Board noted and approved a memorandum from the Secretary, circulated dated 15 July 2004.

BD/04-05/026 Representation

- (i) **Dublin Institute of Technology** The Board noted that Professor D J Dickson, Registrar, replaces Professor R A Stalley as a member of the Governing Body of the Dublin Institute of Technology, with effect from 13 July 2004.
- (ii) **Dublin Molecular Medicine Centre** The Board noted that Professor I H Robertson replaces Professor M J Gibney as the College's nominee on the Board of the DMMC with effect from 13 July 2004.

BD/04-05/027 Administrative and Library Staff Review Committee The Board approved the recommendations of the Administrative and Library Staff Committee in respect of the following promotions in accordance with the memorandum from the Recruitment Manager, circulated dated 22 September 2004. The recommendations will take effect from 1 October 2004:

- (i) **Accommodation and Catering Services** Ms A-M Looney;
- (ii) **Director of Buildings Area**
 - (a) Mr P Morey;
 - (b) Mr N Richardson;
- (iii) **Senior Lecturer's Area** Ms S Power;
- (iv) **Computer Science** Ms R Power.

BD/04-05/028 Vacation Procedures The Board noted the following, which had been approved under vacation procedures:

- (i) **Headship of Departments**
 - (a) **Classics** Dr C Morris – acting head – Michaelmas term 2004 (during Professor Nelis's leave of absence);
 - (b) **Medieval History** Professor C E Meek – acting head from 13 July 2004 – pending an election in Michaelmas term;
 - (c) **Music** Mr W M Taylor, from 13 July 2004 for up to three years to 12 July 2007;
 - (d) **Political Science** Professor M A Marsh – acting head from 13 July 2004 – pending an election in Michaelmas term.
- (ii) **Tutorship (from 1 October)**

	<i>replaces</i>
Dr J Doherty (Russian)	Dr C Leahy
Dr M Gormley (Psychology)	Ms C Poulter
Dr M R Gale (Classics)	Dr M H Adams
Dr B O'Rourke (CLCS)/Dr D O'Neill (Education)	Mr E O'Dell
Ms H Coughlan (Social Studies)	Dr R Chari
Ms F Timmins (Nursing and Midwifery)	Dr M Glacken
Professor D C Williams (half chamber)	Dr I Rozas
Dr C K Simms (Mechanical and Manufacturing Engineering) and Dr C Newman (Economics) to replace Dr A Quinn.	
- (iii) **Staff Matters**
 - (a) **Career Break** Mr C Condon's previously approved career break of one year to be deferred to 20 September (from 1 September);

- (b) **Early Retirement** Ms P Stotter (Irish School of Ecumenics) from 30 September 2004, on a cost neutral basis.
- (iv) **Prizes and Other Awards**
 - (a) **Julian Boldy Bursary** €500 each: Mr E Minet; Mr B O'Driscoll; Ms C Duggan.
 - (b) **Dave Johnston Memorial Fund** €500: Ms J Chadwick.
 - (c) **Esther J Luker and Maude Cobbe Bursary 2003-04** Ms G Carney, value €1,000.
- (iv) **Scholarship – Intermission of Non-Foundation Scholarship** Permission was granted to the following to intermit:
 - (a) 98000241 to intermit for 2004-05, having previously intermitted in 2002 and 2003;
 - (b) 99342821 to intermit for 2004-05 and 2005-06, having previously intermitted in 2003-04.

BD/04-05/029 Nominations for Appointment The Board approved nominations for appointment, as set out in Appendix 1 to this Minute.

BD/04-05/030 Nominating Committee – Treasurer's Office – Administrative Officer (General Ledger Section) – Permanent The Board approved the following membership:

Deputy Treasurer
 Ms J Byrne
 Professor D C Williams
 Director of Information Systems Services
 Ms K Tracey (CHIU)

BD/04-05/031 Meeting in Trinity Hall Under Other Business the Board accepted the invitation of the Director of Accommodation and Catering to hold its meeting on 24 November 2004 in the new facilities in Trinity Hall.

BD/04-05/032 Yeats Exhibition Under Other Business the Board congratulated all members of the College community who had been involved in mounting the very successful Jack Yeats exhibition in the Douglas Hyde Gallery.

BD/04-05/033 Headship of Department Under Other Business the Board approved the following nominations, for the terms of office stated, or until such time as the Board approves and implements the proposed new structures for academic Departments:

- (i) **Biochemistry** Professor L A J O'Neill from 1 October 2004 to 30 September 2007;
- (ii) **Medieval History** Professor C E Meek from 13 July 2004 to 12 July 2007.

BD/04-05/034 Nominating Committees Under Other Business the Board approved the membership of the following Nominating Committees subject to the addition of an External Member to the Nominating Committee for the Faculty of Engineering and Systems Sciences, Faculty Administrator – Administrative 1 post.

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- (i) **Faculty of Engineering and Systems Sciences – Faculty Administrator – Administrative Grade 1 (permanent)**
Secretary to the College
Dean, Engineering and Systems Sciences
Professor J M Monaghan
Academic Secretary

- (ii) **Graduate Studies Office –Administrative Officer – Fice-Year Contract**
Dean of Graduate Studies
Assistant Secretary
Assistant Academic Secretary
Ms E Sadowska

BD/04-05/035 Appointment of Pro-Dean Under Other Business the Board approved the appointment of Professor J McGilp to act as a Pro-Dean to investigate a case of alleged bullying.

BD/04-05/036 EUA Quality Review Under Other Business the Board noted that Professor Lunney, Mr Kearns, Dr Allwright and Mr Kieran would represent the Board at a meeting with the EUA Review Team which will have its final visit to College on 14 to 16 October 2004.

Signed:

Date:

Appendix 1 to Minute BD/04-05/029

Nominations for Appointment

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Accommodation	Director Accommodation & Catering Services	Daniels, Graham John, FHCIMA	18-10-2004	Permanent
Arts (Humanities and Letters)	Administrative Officer	Sharpe, Jacqueline Carol	01-09-2004	31-08-2007
Biology Teaching Centre	Chief Technician. Grade 1	McBennett, Siobhan	01-09-2004	Permanent
Business Studies	Programme Director – MBA	Finigan, Karen, BA (Duke University)	01-09-2004	31-08-2009
Disability Services	Disability Officer	O'Shea, Amy B Ed Habilitation (Aust.Cath.)	16-09-2004	15-08-2005
Information Systems Services	Programmer/User Support	Sweeney, Trevor, Dip Information Systems (Dubl.)	03-08-2004	02-08-2005
Information Systems Services	Programmer/User Support	O'Neill, Hugh, MSc, Higher Dip. Education, Dip. Business Studies, BA (Dubl.),	12-07-2004	11-07-2005
Learning Difficulties, National Institute for the Study of	Administrative Officer	Edwards, Sonia, BA (Liv.) MSc (Edin.)	30-08-2004	30-07-2007
Nursing & Midwifery Studies	Administrative Office – Conference Organiser	Ryan, Jeni, Dip. Event Management (Fitzwilliam Institute)	28-06-2004	27-06-2006
Pharmacy	Administrator & Software Developer	Wang, Ling MSc (Dubl.) Postgrad Dip Computer Science (Griffith College), BSc (Dalian Uni. Tech)	28-06-2004	27-06-2005
Senior Lecturer's Area	Mature Student Officer	Lee, Sally, BA (Dubl.)	01-09-2004	30-08-2006

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