

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 5 July 2006

Present Provost (Dr J Hegarty)^{***}, Vice-Provost (Dr R M J Byrne), Registrar (Dr D J Dickson), Bursar (Dr D C Williams)^{**}, Senior Lecturer (Dr C Kearney), Dr N Biggar^{****}, Dr A Butterfield, Ms M Coffey, Dr A Donnelly^{*}, Mr H Kearns, Dr J M Kelly, Mr C Larkin, Ms M Leahy, Dr E Mac Cárthaigh, Mr D McCormack, Dr K J McGinley^{**}, Mr J Mannion, Ms S O'Brien, Dr D O'Donovan, Dr E O'Halpin^{*}, Dr J Parnell, Dr A Piesse, Mr B Sweeney.

Apologies Dr W J Blau, Ms G Clarke, Dr M A Lynch, Dr J K Vij.

In attendance

(ex officio) Secretary, Treasurer, Assistant Secretary.

(by invitation) Pro-Chair of the Audit Committee (Professor J F McGilp), Internal Auditor (Mr F Sheeran), and Ms L Gallagher of KPMG (for BD/05-06/380)

Mr J Lawlor, MIS Manager (for BD/05-06/388).

(present for)

*	BD/05-06/380-422
**	BD/05-06/375-393 (pt)
***	BD/05-06/375-394
****	BD/05-06/375-399

SECTION A

BD/05-06/375 Minutes The minutes of the meeting held on 26 June 2006 were approved and signed subject to the following amendments.

BD/05-06/356 Senior Promotions The phrase 'removal of quotas should come into effect from 2005/2006' on line 3 of the second paragraph was replaced with 'removal of the quota for promotion to Senior Lectureship should come into effect from 2005/2006 and that there should be fourteen promotions to Associate Professorship.'

BD/05-06/359 Nominations for Appointment The phrase 'in this regard' on the last line of the minute was replaced with 'at the difference in the starting salary of the two positions'.

BD/05-06/376 Matters Arising from the Minutes A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes BD/05-06/377, 378).

BD/05-06/377 Pension Scheme – Actuarial Valuation (see minute BD/05-06/355 of 26 June 2006) The Secretary invited Board's attention to tentative proposals from the Department of

Finance in relation to the future guaranteeing of pension funds by the government. The Board agreed that the College should continue to explore options in this regard and that staff representative groups should be kept informed as discussions progress. The Board also noted that all proposals on the future of the pension scheme would be considered by the Board in the context of the outcomes of the HEA's Pension Working Group and discussions with the Trustees of the Pension Fund.

BD/05-06/378 ARAM (see minute BD/05-06/347 of 26 June 2006) In response to a query, the Bursar advised Board that numerical examples would be presented at the ARAM workshop scheduled to take place on 4 October 2006.

BD/05-06/379 Provost's Report The Provost invited Board's attention to the following matters.

1. **Staff Office** The Provost advised Board that, following the discussion at the previous meeting where the severe under-resourcing of the Staff Office had been noted, (minute BD/05-06/350 of 26 June 2006 refers), there had been insufficient time to prepare a detailed proposal for Board's consideration and that proposals would be presented to Board in due course. In response to a query, the Secretary advised Board that the process had already commenced to replace the Staff Secretary, who had resigned, and that interim arrangements would have to be put in place until the new person was appointed. He advised Board that Mr John Behan had been asked to review the Staff Office, taking into account previous reviews of the area, and that his initial findings had indicated that the College is at serious risk arising from the chronic under-staffing of this office.
2. **Strategic Innovation Fund** The Provost advised Board that the HEA had issued its call for proposals under the Strategic Innovation Fund (SIF) on 3 July, with a deadline of mid-September for the submission of proposals. He noted that the College's submission would be coordinated by the Senior Lecturer. In response to concerns about the deadline of 6 July for Schools to submit proposals for funding under SIF, the Senior Lecturer advised Board that a lot of preparatory work had already been undertaken in anticipation of the call for proposals, and he noted that the College must meet the submission deadline set by the HEA. He also noted that there are opportunities for inter-institutional submissions under the programme.

BD/05-06/380 Annual Report and Financial Statements 2004/2005 The Secretary invited Board's attention to the Annual Report for 2004/2005 which had been re-drafted and circulated following the discussion at the previous meeting (minute BD/04-05/354 refers). The Board approved the document subject to the *Introduction* being re-worded to incorporate concerns about the College's difficult financial situation and the impact of the liabilities arising from the Fixed Term Workers Act, and the insertion of additional text in relation to the BA Festival of Science.

The Treasurer invited Board's attention to the following documents which had been circulated:

- (i) Memorandum from the Deputy Treasurer dated 26 June 2006;
- (ii) Financial Statements (incorporating Consolidated Financial Statements and Funding Statements) for the year ended 30 September 2005.

She advised Board that the Consolidated Financial Statements for the year ended 30 September 2005 had been considered by the Finance Committee and the Audit Committee, on behalf of Board, at their most recent meetings, noting that the equivalent

Funding Statements had been previously approved by Board at its meeting on 25 January 2006 (minute BD/05-06/131 refers). The Board noted that the two sets of financial statements and the College's Annual Report would be published as one document and that the presentation of the financial statements follows the template approved by the HEA.

The Treasurer invited Board's attention to the key differences between the Funding Statements prepared according to the HEA's, sectorally agreed, harmonised basis and the Consolidated Financial Statements prepared according to Generally Accepted Accounting Principles (GAAP). She noted the different rules which apply in both cases, noting in particular that the Consolidated Financial Statements include all subsidiary and self-financing activities, but exclude the College's Pension Fund, Trust Funds and funds associated with Clubs and Societies.

The Board noted that the Auditors had issued a qualified audit opinion in relation to the Consolidated Financial Statements because of the inability of the College to comply with SSAP 24: *Accounting for Pension Costs*. The College Pension Scheme is in deficit and, as such, compliance with SSAP 24 would require a significant additional pension cost to be charged to the Income and Expenditure Account. However, as the College is restricted by the HEA with regard to the level of pension contributions it can make, it cannot comply with SSAP 24.

The Treasurer, in presenting the Consolidated Financial Statements, advised Board that the GAAP methodology can result in a volatility of financial results from year to year which requires careful interpretation to determine the College's underlying financial situation. She also noted that, at this early stage in the production of Consolidated Financial Statements, there is a risk that a lack of comparability across institutions in the sector could result in misleading conclusions being drawn by the College's funders. She also stated that the requirement, under GAAP, to adhere fully to FRS 17 in relation to accounting for pensions in the 2005/2006 financial statements, will reduce the College's net assets and result in a revenue deficit. The Board noted that the ongoing discussions in relation to the future of the Pension Fund and the State's guarantees in this regard will have a fundamental impact on how pensions are accounted for in the future.

In conclusion, the Treasurer invited Board's attention to: (a) the need for multiannual funding to try to ensure financial stability; and (b) the impact which nationally approved pay awards have had on the College's finances without equivalent grant and tuition fee income increases. She noted that the Consolidated Financial Statements for 2004/2005 show a deficit of €9.4m which will increase if the recent underlying reduction in core funding is not addressed.

Ms Gallagher, from KPMG, present by invitation, invited the Board's attention to the draft Letter of Representation which had been circulated and advised that there were no specific issues which the Auditors wished to bring to the Board's attention. She supported the Treasurer's comments in relation to the inadequacy of the College's core grant and the urgency with which the pension issues, previously mentioned, need to be addressed.

Professor McGilp, Pro-Chair of the Audit Committee, present by invitation, invited Board's attention to a memorandum dated 27 June 2006, which had been circulated and advised Board that the Audit Committee, having reviewed the Consolidated Financial Statements on behalf of Board, was not aware of any issue which precluded the Board from approving the accounts as presented.

In the course of a discussion, the Treasurer clarified a number of technical issues associated with the financial statements.

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In response to a query, Ms Gallagher advised Board that should FRS 17 not be adopted in full for the 2005/2006 financial statements, the College would receive a fully qualified audit opinion.

The Provost thanked the Audit Committee and KPMG. Professor McGilp, Mr Sheeran and Ms Gallagher withdrew from the meeting.

In response to a query, the Treasurer advised Board that the preparation of the Consolidated Financial Statements is a largely manual exercise and that it results in a cost in excess of €100,000 per annum. She noted that, while the College has expressed its concern in a number of fora about the overall value of the exercise, it is obliged to prepare financial statements according to GAAP as well as on the harmonised basis agreed with the HEA. The Board noted that the HEA had also expressed concern in its 2003 review of the financial position of universities about the usefulness to the sector of GAAP accounts.

In response to a query, the Secretary advised Board that it might be some time before decisions are made at government level about the pensions situation.

The Board approved the Consolidated Financial Statements for 2004/2005 and the associated letter of representation, and authorised the Provost and the Treasurer to sign them on its behalf.

BD/05-06/381 Strategic Plan The Vice-Provost advised Board that, following the discussion by the Board on 13 June 2006 (minute BD/04-05/324 refers) and taking into account issues raised by Council, and comments submitted to the Strategic Planning website and directly to her, the Strategic Plan Update had been substantially revised. She invited Board's attention to the final draft which had been circulated, noting the main amendments made since the last Board meeting.

The Vice-Provost stated that the document would be subjected to detailed editing and would be translated into Irish. She also stated that the final printed version would be available for submission with the College's SIF proposals in September.

The Board welcomed the report and, in the course of a discussion, a number of issues were raised by Board members for consideration in the final drafting of the document, including in particular, improving the clarity of the diagrams, and clarifying references to Research Fellows and postgraduate students, incorporating more explicit references to the Student Services Strategic Plan, and improving the clarity of the text in relation to the College's research objectives.

It was also suggested that the proposals in the Plan be reviewed for consistency with the document *Towards 2016*. Board members also noted a number of factual errors in the text which the Vice-Provost requested be sent directly to her.

In conclusion, the Vice-Provost advised Board that she would endeavour to incorporate all suggestions made while at the same time maintaining the Plan's high-level approach.

The Board approved the publication of the document subject to the suggested amendments.

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BD/05-06/382 Acta of the University Council The Board confirmed Acta of the University Council from its meetings of 28 June 2006 subject to further comments covering: (CL/05-06/212, 215, 218, 220, 221, 223, 224, 225).

BD/05-06/383 ECTS and Bologna-related Activities (see Actum CL/05-06/215 of 28 June 2006) The Senior Lecturer invited Board's attention to the minute of the discussion which had taken place at Council in relation to ECTS and Bologna-related activities. He advised Board that, in future, ECTS credits will be used as a basis for measuring student activities in the HEA's funding model. He invited Board's attention to the recommendation, approved by Council, that all modules, whether in undergraduate or postgraduate programmes, should be designed to carry a minimum weighting of 5 ECTS credits, or multiples of 5 ECTS credits. A maximum of 10 ECTS credits should apply in the case of components/modules that are shared between programmes, and core elements restricted to students on a particular degree programme could carry a higher weighting of 15 or 20 credits.

In response to concerns expressed that the ECTS credit system had been developed for one purpose and was now being used as a basis for the allocation of funds to institutions, the Senior Lecturer advised Board that this matter had been discussed extensively by the IUA Registrars' Group, of which he is a member, and that it had been agreed that using ECTS credits would be the most consistent measurement to use in the HEA's funding model.

The Board thanked Professor Scattergood and Ms Anderson for their work in developing the ECTS system for College.

BD/05-06/384 Senior Promotions

(i) **Associate Professorship (see Actum CL/-5-06/218 of 28 June 2006)** The Board confirmed the recommendation of the University Council that the following be promoted to Associate Professorship, with effect on and from 1 October 2006:

Dr S P A Allwright (Public Health and Primary Care)
 Dr B Basu (Engineering)
 Dr C Brady (Histories and Humanities)
 Dr H Delany (Law)
 Dr E Drew (Statistics)
 Dr D Grayson (Chemistry)
 Dr T R Jackson (Germanic Studies)
 Dr C Ó Cuilleánáin (Italian)
 Dr C O'Sullivan (Computer Science)
 Dr S Sanvito (Physics)
 Dr P P Walsh (Economics)
 Dr G Watson (Chemistry)
 Mr S Wilmer (Drama)
 Dr J G Wilson (Zoology)

(ii) **Senior Lectureship** The Board approved the recommendations of the Senior Promotions Committee from its meeting of 3 July 2006 in respect of the following promotions in accordance with the memorandum from the Staff Secretary, tabled dated 4 July 2006. The recommendations will take effect from 1 October 2006.

Dr S E Alyn Stacey (French)

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Ms I C Bacik (Law)
 Dr U Bond (Microbiology)
 Dr A Bowie (Biochemistry)
 Dr R A Byrne (Law)
 Dr M D Causey (Drama)
 Dr R S Chari (Political Science)
 Dr S Clarke (Computer Science)
 Dr J N Coleman (Physics)
 Dr C E Coxon (Geology)
 Dr G Davey (Biochemistry)
 Dr L E Doyle (Electronic and Electrical Engineering)
 Dr B R Espey (Physics)
 Dr A M Healy (Pharmacy)
 Dr T R Hodgkinson (Botany)
 Ms J Hussey (Physiotherapy)
 Dr D R Jones (English)
 Dr R Lentin (Sociology)
 Dr D G Lloyd (Biochemistry)
 Dr B M Lucey (Business Studies)
 Dr O R McManus (Clinical Medicine)
 Dr F Newell (Psychology)
 Dr S Norris (Clinical Medicine)
 Dr E O'Dell (Law)
 Dr V Politis (Philosophy)
 Dr R K Porter (Biochemistry)
 Dr I Rozas (Chemistry)
 Dr S M Ryan (Mathematics)
 Dr M G Valiulis (Gender and Women's Studies)
 Dr Y T Volkov (Clinical Medicine)

- BD/05-06/385** **New Schools (see Actum CL/05-06/220 of 28 June 2006)** The Senior Lecturer invited Board's attention to a memorandum, dated 27 June 2006, which had been circulated, proposing the establishment of three new Schools, viz. School of English, School of Law and School of Education, noting that Council had approved the formation of these three Schools. He advised Board that the Department of Genetics is an aspirant School and that the Departments of Microbiology, and Religions and Theology continue to be affiliated to the Vice-Deaneries of Genetics and Microbiology, and Arts and Humanities respectively. The Board approved the establishment of the three Schools as proposed.
- BD/05-06/386** **Nominations for Appointment (see Actum CL/05-06/221 of 28 June 2006)** The Board, on the recommendation of the University Council, approved the appointments as summarised in Appendix 1 to these Minutes.
- BD/05-06/387** **Academic Restructuring and Governance (see Actum CL/05-06/212 of 28 June 2006)** The Senior Lecturer invited Board's attention to a memorandum, dated 1 July 2006, which had been circulated, and to the minute of the discussion which had taken place on academic restructuring at the Council meeting on 28 June 2006. He advised Board that, in accordance with the Board's recommendation in July 2005, a review of governance arrangements took place during 2006, following the first year of academic restructuring. Meetings had been held with the Heads of School Committee, the Deans' Committee, student representatives and School Administrators. The Board noted that the formation of twenty-one Schools, two Vice-Deaneries and the Irish School of Ecumenics represents the most appropriate academic cohesion of existing disciplines

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and that further consolidation of disciplines would be difficult to achieve without some level of coercion. The Senior Lecturer advised Board that the review of governance in the new structures had suggested that there is a disconnection between academic activity on the ground and the Principal Committees and Executive Officers Group and that this needed to be addressed. Furthermore, it was difficult to achieve functional devolution of administrative and support services, as well as decision-making responsibility, to twenty four units.

The Board noted that a proposal to establish a federal academic structure with three or five divisions had emerged from discussions at the Heads' and Deans' Committees and had been approved in principle by Council on 28 June. The Board further noted that Taskforce 1 proposes the establishment of three divisions representing clusters of Schools in order to devolve administrative and support services to academic units, and that three Graduate Divisions had already been established.

The Senior Lecturer invited Board's attention to a proposal outlined in the memorandum, dated 1 July, that the College *Institute in principle, a federal academic structure with 3 or 5 divisions, and establish a small working group to report to Council and Board in Michaelmas Term 2006 on details of governance, number of divisions and nomenclature.*

In a long and detailed discussion on the proposal, Board members, in general, agreed that the concept of clustering of Schools should be explored, particularly as this approach had the support of the overwhelming majority of Heads of School and Faculty Deans. Many Board members expressed concern that by adopting the proposals 'in principle', at this time, the Board might not be in a position to critically assess proposals coming forward for consideration in Michaelmas Term. Board members were particularly concerned about accepting the proposal in principle without knowing the details associated with the proposed clustering of Schools and devolution of administrative and support functions.

In considering the discussion which had taken place at Council, the Board noted that the term division to describe the proposed new clusters had been rejected in favour of faculties and that the student members had rejected the proposals.

Noting that there should be no undue delay in developing proposals for the clustering of Schools, the Board agreed that a Working Group comprising representatives of Board, Council, the Heads of School Committee, the Deans Committee and the student body should be established as soon as possible, with a view to preparing proposals for consideration by Board. It was agreed that the members of this working group would, as appropriate, consult with other groups in College.

A number of Board members, noting that the Working Group would commence its work immediately, expressed concern that the student representatives would find it difficult to consult with their constituency over the summer period. The Board, agreeing that the development of proposals should proceed as quickly as possible, requested that the Senior Lecturer make every effort to assist the student representatives to consult with the student body during the vacation.

BD/05-06/388 Task Force 1 – Location, Value for Money and New Structures for College's Administrative and Support Functions Mr John Lawlor, the MIS Manager, present by invitation, attended for this item. The Bursar invited Board's attention to the report of Task Force 1 which had been considered at the previous meeting (minute BD/05-06/352 refers) and noted the comments which had been received from the Information Policy Committee and the Heads of School Committee, noting that a flexible approach to the

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introduction of an e-strategy had been recommended and that there is a need to carry-out a cost benefit analysis of the proposed strategy, drawing, where relevant, on comparable case studies from other institutions.

The Bursar stated that it is as yet unclear how much funding would be available under the Strategic Innovation Fund (SIF) for the proposed e-strategy, and he also emphasised the importance of having agreed academic and administrative structures in place before developing and implementing the e-strategy.

The Bursar invited Board's attention to the recommendations of Task Force 1 as outlined in the report. He also invited Board's attention to the proposal outlined in the Task Force's report to establish an interim task force to maintain momentum on the project until the full project team is appointed. The Board noted that it was proposed to appoint the current interim project team with the addition of the Bursar as Project Sponsor and three or four senior individuals. The Board noted that it was also proposed that the interim task force would define the terms of reference for the project and would recruit and select a skilled and experienced project manager if funding were forthcoming for the first phase of the project. The Bursar advised Board that it was suggested that the interim task force would, in consultation with the Steering Committee and relevant stakeholders, identify the key focus areas for the project. He noted that it was suggested that no more than four process areas should be selected for inclusion in the project in the first instance, to ensure that there would be reasonably comprehensive coverage across the main functional areas, while at the same time ensuring that the scope of the project is manageable. The work of the interim task force would be funded from the College's Change Fund which had been previously approved by Board.

The Bursar sought Board approval for:

- (a) the Task Force's recommendations;
- (b) the establishment of the interim task force;
- (c) the submission of a proposal to SIF for funding for the College's e-strategy.

In response to concerns expressed by a number of Board members that there is a need to proceed with the restructuring of administrative and support areas, the Bursar advised Board that changes are already taking place in how administrative and support areas conduct their business. Mr Lawlor noted that as part of the development of the e-strategy, there would be an analysis of the College's business processes which would be carried out at the level of the process itself rather than being tied to the existing administrative areas. This would inform how improvements could be introduced in the delivery of services throughout the College. He stated that e-strategy is concerned with people and the delivery of business processes and that technology is merely the tool by which these processes are implemented.

In response to comments about the possible impact of the e-strategy on individual staff members, the Bursar and the Secretary advised Board that, in keeping with the spirit of *Towards 2016*, the College would work towards implementing change in College in partnership with the College community but that any changes in the working conditions of staff members would be negotiated through normal industrial relations channels. The Task Force's recommendation to introduce a well-structured communications process and an Internal Conciliation Forum as part of the e-strategy process was welcomed by the Board.

The Board approved the Task Force's recommendations as presented and also approved the establishment of an interim task force and agreed that a proposal should be submitted to SIF for funding for the e-strategy.

The Provost thanked the Bursar and Mr Lawlor and the Task Force for their work.

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BD/05-06/389 Governance and Principal Committees The Registrar invited Board's attention to a memorandum, dated 30 June 2006 which had been circulated. He advised Board that the purpose of the memorandum was to seek Board approval for the membership of Principal Committees for 2006/2007 and to address some of the Audit Committee's concerns in relation to the operation of Principal Committees. He also stated that, in considering the membership of Principal Committees, Board members had been invited to advise him if they wished to transfer from their current committee to an alternative.

Dr O'Donovan, the Board member on the Audit Committee, invited Board's attention to a memorandum from the Chairman of the Audit Committee, dated 22 June 2006, which had also been circulated. He advised Board that, following a review of the operation of Principal Committees and the implementation of the Board's decisions in relation to governance which had been approved in July 2004, (minute 15/356 of 7 July 2004 refers), the Audit Committee had concluded that, in general, good progress had been made in this regard. He stated that in a number of cases, Principal Committees appear to be somewhat unclear about their role and require clarity in relation to their delegated powers, noting that this would be best achieved by way of the Committee's terms of reference. He re-stated the previously agreed role of Principal Committees to review policy proposals on behalf of Board. The Board noted that policy proposals should, except in exceptional circumstances, be co-ordinated through Executive Officers, and brought to the Principal Committees who should then exercise an independent review and make recommendations to Board.

In reviewing his memorandum dated 30 June 2006, the Registrar invited the Board's attention to the following and sought Board approval for a number of proposals.

Operation of Principal Committees Executive Officers will be carrying out a review of the terms of reference of all Principal Committees Michaelmas Term 2006 and will report to Board on any proposed amendments or refinements which they consider necessary. The Secretary to the College will also work with the secretaries and chairs of all Principal Committees to address specific operational issues. The Registrar advised Board that it was intended to review the relationship between the Resource Management Committee and the Finance Committee in Michaelmas Term.

Deans and Heads of School The Board noted the following nominations of the Heads of School Committee and the Deans' Committee to Principal Board and Council Committees which had been introduced as an interim measure during 2005/06.

<i>Committee</i>	<i>Nomination of Heads of School Committee for 2005/2006</i>	<i>Nomination of Deans' Committee for 2005/2007</i>
Finance		Dean of Arts and Humanities
Information Policy	Head of School of Social Sciences and Philosophy	Dean of Science
Personnel and Appointments	Vice-Dean of Social and Human Sciences	Dean of Engineering and Systems Sciences
Research	Head of the School of Histories and Humanities	Dean of Graduate Studies (<i>ex officio</i>)
Site and Facilities	Head of the School of Computer Science and Statistics	Dean of Health Sciences
Student Services		Dean of Social and Human Sciences

Board approved that, for 2006/2007, one member of the Deans' Committee and one Head of School would be nominated by their respective committees to the following Principal Committees:

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- Information Policy Committee
- Personnel and Appointments Committee
- Research Committee
- Site and Facilities Committee
- Student Services Committee

In making these nominations to Principal Committees the Board agreed that the Head of School should not be a member of the same Faculty as the Dean who is also on that Principal Committee.

Student Services Committee Board approved the appointment of two Directors of Student Services to the Student Services Committee, one of whom would be secretary to the Committee.

Audit Committee The Board approved that, notwithstanding the proposals which the Audit Committee might make in relation to external membership, for consideration by Board in due course, an appointed member of Board should be added to the Committee's membership.

Chairing Principal Committees The Board noted the proposal that an Elected Board Member should chair at least one Principal Committee. Dr O'Donovan reminded Board of the Audit Committee's recommendation that Principal Committees should be chaired by Elected Board Members. He noted that the Audit Committee had recommended that more than one Principal Committee could be chaired by an Elected Board Member in the coming year. In the course of a discussion on the proposal, Board members expressed a strong view that more than one Elected Board Member should be appointed as Chair of Principal Committees. The Registrar, noting the need to ensure that College business continues to be conducted in an orderly fashion in the current transition period, agreed to present revised proposals in relation to the chairing of Principal Committees in Michaelmas Term.

Research Committee The Board, noting Dr O'Donovan's comments about the need to increase the effectiveness of the Research Committee, approved the proposal that, in order to address both the needs of the Research Committee and its duties as a Principal Committee of Board, (a) the Committee should be reduced in size to 12 plus three attendees; and (b) further consideration be given by the Research Committee to the establishment of a Research Planning Sub-Committee as a forum for the development and coordination of policy proposals, which would then be reviewed by the Research Committee on behalf of Board, prior to final submission to Board for approval. The following revised membership structure for the Research Committee was approved:

Dean of Research (<i>Chair</i>)	Two elected Board Members
Director of Research and Innovation (<i>secretary</i>)	One External Board Member
Bursar	President of Graduate Students' Union
Senior Lecturer	One Head of School
Dean of Graduate Studies	
Two representatives of College research community to be nominated in the first instance by the Research Committee and approved by Board	
<i>In attendance:</i>	
Nominee of Treasurer	Research Development Officer
	Associate Dean of Research

Proposed membership of Principal Committees The Registrar invited Board's attention to the proposed membership of Principal Committees, noting that, following further

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consultation with Board members, there may be further amendments presented to Board for approval in Michaelmas Term. In response to suggestions from individual Board members that the President of the Graduate Students' Union and a Head of School be included as members of the Finance Committee, the Registrar advised Board that as the size of the Finance Committee is defined in the Statutes there is no scope to increase the membership of the Committee but that consideration would be given to the two proposals. The Board also noted that the Co-chair of the Partnership Committee would be added to the Personnel and Appointments Committee.

The Board approved membership of Principal Committees is listed in Appendix 2 to these minutes.

BD/05-06/390 School of Medicine Strategic Plan The Vice-Provost invited Board's attention to a memorandum, dated 3 July 2006, which had been circulated. She advised Board that the strategic plan for the School of Medicine had been submitted to Executive Officers by the Head of School on 27 June 2006 and had been given preliminary consideration at a special meeting of Executive Officers on 30 June 2006. She stated that the plan had been constructed in line with the templates provided for School strategic plans and, as had been the case with strategic plans from other Schools, that it would be evaluated in detail by the Strategic Planning Taskforce. The Board noted that that the College loan of €5m approved by Board in November 2005 had not yet been drawn down pending approval of the plan. The Vice-Provost advised Board that recommendations arising from the plan would be presented to Board early in Michaelmas term and that the proposed repayment plan for the School's loan would also be presented at that time. In response to a query, the Treasurer advised Board that reviewing the plan early in Michaelmas term was in keeping with the intended time-table for the repayment of the loan.

BD/05-06/391 ARAM The Bursar updated Board on progress on a number of issues which are currently under consideration by the ARAM Taskforce. He noted that the College is continuing discussions with the HEA on the Fixed Term Workers Act and that the Dean of Research is reviewing research proxies, as is the working party of the Standing Committee of Fellows. The Board noted that the Dean of Graduate Studies is advising the ARAM Taskforce on issues relating to Masters and part-time postgraduate degrees and that the Bursar is continuing discussions with over-funded Schools and Vice-Deaneries on managing their balances.

The Bursar invited Board's attention to the minutes of the Resource Management Committee meeting held on 26 June 2006 and sought Board approval for the following proposals:

- (i) the Irish Research Council for the Humanities and Social Sciences funding be included for ARAM purposes for the 2005-06 ARAM data;
- (ii) the weighting for the School of Mathematics be changed from 1.15 to 1.3;
- (iii) an Emergency Fund for maternity and sick leave of €500,000 be top-sliced from the budget prior to ARAM calculations;
- (iv) in order to encourage the development of Integrated PhD programmes, a bonus system be created whereby students recruited from taught masters programmes delivered by Trinity College, and that are part of an integrated PhD programme, be awarded twice the research student ARAM in their first year of the PhD.

In response to a query, the Bursar clarified technical issues associated with the proposals.

The Board approved the proposals as presented.

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BD/05-06/392 Advisory Committee on Honorary Degrees The Board approved the nominations of the Advisory Committee on Honorary Degrees, as presented by the Registrar, noting that those approved will be conferred with Honorary Degrees at Commencements ceremonies during 2006-2007 or as soon as possible thereafter. The Board noted that further nominations may be presented for approval during Michaelmas Term 2006.

BD/05-06/393 Communications The Provost invited Board's attention to a memorandum dated 28 June 2006, which had been circulated, and which outlined proposals for the enhancement of the College's communications function. He invited Board's attention to competitive challenges now being faced and to which the College must respond internally and externally. He stated that while the College's Communications Office provides a very good service to the College, there was an urgent need to augment its resources, noting that this was a view held by the Heads of School and members of the College community generally.

In the course of a long and detailed discussion, the pros and cons of providing additional resources to this function at Director and more junior levels were raised by many Board members. As a compromise to accommodate the views expressed, and taking account of resource constraints, the Board approved the resources for the appointment of a Director of Communications. Professor Parnell, Professor Kelly and Mr Larkin dissented.

[The Board, at its meeting on 27 September 2006, having reviewed the situation, decided to allocate the resources agreed to fund two posts in the Communications Office. It was also agreed that an Advisory Committee to develop communications strategy, chaired by the Provost, be established.]

BD/05-06/394 Annual Office The Board approved the following nominations for Annual Officers for 2006-2007 as proposed at its meeting on 13 June 2006 (minute BD/05-06/331 refers), noting that a brief profile of proposed Annual Officers would be provided to Board in future.

Vice-Provost	Professor R M J Byrne
Senior Lecturer	Professor C Kearney
Bursar	Professor D C Williams
Registrar	Professor D J Dickson
Senior Proctor	Professor W T Coffey
Junior Proctor	Dr J R Graham
Senior Dean	Professor C J Smyth
Junior Dean	Dr E K Stokes
Senior Tutor (elected by the Tutors)	Dr C Laudet
Public Orator (1879)	Professor B C McGing
Dean of Research	Professor I H Robertson
Associate Dean of Research	Dr D G Lloyd
Dean of Graduate Studies	Professor P J Prendergast
Dean of Students	Mr B D R Misstear

BD/05-06/395 Marino Institute of Education The Registrar advised Board that the College is proceeding with negotiations with the Marino Institute of Education to investigate the opportunities for, and implications of, a co-trusteeship between the two institutions, noting that proposals would be presented to Board for consideration in Michaelmas Term.

BD/05-06/396 Irish Clinical Research Infrastructure Network (ICRIN) Under Other Business, the Secretary invited Board's attention to a memorandum dated 4 July 2006 which had been

tabled. The memorandum outlined proposals for the development of a Clinical Research Infrastructure Network for which funding would be sought under the EU Framework 7 Programme. The Board noted that the participant universities propose to develop ICRIN by way of a non-legally binding memorandum of understanding and to use the existing DMMC as the coordinating body in the first instance. The Board, noting that, in accordance with its policy on inter-institutional arrangements, memoranda of understanding are the preferred College approach, further noted that if the bid for funding is successful it could have implications for the DMMC as currently constituted. The Board approved the College's participation in ICRIN for the purposes of seeking funds, noting that if the bid will be successful, detailed proposals will be presented to it for further consideration.

BD/05-06/397 Technical Staff Committee – 2006 Review The Board approved the recommendations of the Technical Staff Committee in respect of the following promotions in accordance with the memorandum from the Staff Relations Manager, tabled dated 4 July 2006. The recommendations will take effect from 1 October 2006.

- (i) **Physics**
Ms G O'Neill
- (ii) **Bio-Resources Unit**
Ms R Brazaitiene
Mr Raimundas Brazaitis
Mr Ramunas Brazaitis
Mr M Phelan
- (iii) **Pharmacy**
Mr B O'Reilly

BD/05-06/398 Student Charge In response to a query, the Senior Lecturer advised Board that a detailed breakdown of the student charge would be provided in due course as requested.

SECTION B

BD/05-06/399 Audit Committee The Board noted, and where appropriate, approved proposals in the draft minutes of the meetings of the Audit Committee held on 21 and 27 June 2006.

BD/05-06/400 Finance Committee The Board noted, and where appropriate, approved proposals in the draft minutes of the meeting of the Finance Committee on 21 June 2006 with particular reference to the following:

FN/05-06/93 Science Gallery The Treasurer invited Board's attention to the Finance Committee's request for guidance in relation to the prioritisation of the fund-raising efforts for the Science Gallery as between the capital commitment already given and the future recurrent costs associated with the Gallery. The Board re-affirmed its previous decision (minute BD/05-06/060 of 23 November 2005 refers) that fund-raising in the first instance be directed towards repaying the €5m loan which the College provided to complete the capital work on the Gallery.

FN/05-06/96 Self-Financing Courses In response to a query, the Treasurer advised Board that the role of the Finance Committee in approving the financial arrangements

for proposed new courses was being discussed with the Resource Management Committee.

BD/05-06/401 Information Policy Committee (see Actum CL/05-06/223 of 28 June 2006) The Board noted, and where appropriate, approved proposals in the draft minutes of the meetings of the Information Policy Committee on 6 and 19 June 2006.

BD/05-06/402 Personnel and Appointments Committee (see Actum CL/05-06/224 of 28 June 2006) The Board noted, and where appropriate, approved proposals in the draft minutes of the meetings of the Personnel and Appointments Committee on 24 May, 7 and 21 June 2006 (including Draft Policies: (a) Exceptional Cases - Conversion of Fixed-term Contract Posts to Permanent Posts and (b) Conversion of Contracts of Indefinite Duration Posts to Permanent Posts, Minute PAC 2005-06/277 refers). In response to a query, the Vice-Provost advised Board that the Personnel and Appointments Committee will continue to meet over the summer and that the Committee's recommendations will be approved under Vacation Procedures.

BD/05-06/403 Research Committee (see Actum CL/05-06/225 of 28 June 2006) The Board noted, and where appropriate, approved proposals in the draft minutes of the meeting of the Research Committee on 18 May 2006.

BD/05-06/404 Resource Management Committee The Board noted the minutes of the meetings of the Resource Management Committee on 26 June 2006. (See minute BD/05-06/391 above).

BD/05-06/405 College Safety Committee The Board noted, and where appropriate, approved proposals in the draft minutes of the meetings of the College Safety Committee on 2 June 2005, 17 November 2005 and 16 February 2006 with particular reference to the following:

SA/05-06/002 (i) of 17 November 2005 The Board noted that nominations had now been submitted for the role of Safety Representative, Non-academic, Administrative/Support on the College Safety Committee.

The Secretary advised Board that the delay in forwarding the minutes of the Safety Committee's meetings to Board arose because of a misunderstanding due to the revised reporting arrangements for the Committee introduced in September 2005. He noted that the Committee's minutes would be presented to Board in a timely manner in future.

BD/05-06/406 Site and Facilities Committee The Board noted, and where appropriate, approved proposals in the draft minutes of the meeting of the Site and Facilities Committee on 20 June 2006.

SECTION C

BD/05-06/407 Revised Schedule of Board and Council Meetings The Board noted and approved the revised schedule of Board and Council meetings for 2006-2007 as outlined in a memorandum from the Secretary dated 22 June 2006. The Board agreed that Council members should be given the opportunity to attend the ARAM workshop scheduled to take place on 4 October 2006.

Incorporating any amendments approved at subsequent Board meetings

BD/05-06/408 Disability Act 2005 The Board approved the following nominations as required under the Disability Act 2005:

Inquiry Officer (Students): Ms G Conroy
Access Officer: Mr D Treanor

The Secretary advised Board that the nomination of a second Inquiry Officer to investigate complaints from members of staff and the general public would be presented to Board for approval in due course.

BD/05-06/409 Higher Degrees The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 27 June 2006.

BD/05-06/410 Proctors' Lists for Second Summer Commencements The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 4 July 2006.

BD/05-06/411 Calendar – Valda Boydell Graduate Prize The Board noted and approved a memorandum from the Treasurer, circulated dated 20 June 2006.

BD/05-06/412 Sealings The Board noted:

(i) **Dublin Dental Hospital**

(a) The Seal of the College was put in duplicate to a building agreement regarding premises at South Leinster Street (1-4 Sth Leinster St and 18-19 Lincoln Place) between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity near Dublin and the Dublin Dental Hospital Board.

(b) The Seal of the College was put to a structural indemnity (as above) from the members, the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Dublin Dental Hospital Board.

(c) The Seal of the College was put in triplicate to a deed of partial surrender and variation relating to a lease dated 8 February 1986 (per above address) between the Dublin Dental Hospital Board, the Minister for Health and Children and the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin.

(d) The Seal of the College was put in duplicate to fee farm grant from the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Dublin Dental Hospital Board. [25/5/06]

(ii) **Dublin Dental Hospital – Dunlop Oriel House** The Seal of the College was put to a deed of conveyance for Dunlop/Oriel House (33/34 Westland Row and 35/36 Fenian Street) between the Dublin Dental Hospital Board and the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin. [8/6/06]

(iii) **Bank of Ireland – Consent to Alterations of Premises** The Seal of the College was put in duplicate to an agreement between the Provost, Fellows and

Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Governor and Company of the Bank of Ireland to the carrying out by Bank of Ireland of alterations to the premises licensed to them by the College. [8/6/06]

- (iv) **NIBRT**
- (a) The Seal of the College was put six times to an agreement regarding the establishment of the National Institute for Bioprocessing Research and Training Limited (NIBRT) between the IDA, University College Dublin, and the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and the Institute of Technology, Sligo.
- (b) The Seal of the College was put four times to an agreement between the founding institutions of NIBRT, namely Dublin City University, the Institute of Technology, Sligo, the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin. [9/6/06]

BD/05-06/413 Letters of Engagement for Annual Audits The Board noted and approved a memorandum from the Secretary of the Audit Committee, circulated dated 27 June 2006.

BD/05-06/414 Nominations for Appointment The Board approved nominations for appointment, as circulated (see Appendices 3 and 4 to these Minutes).

The Board also appointed Dr E P O'Neill as Director of Entrepreneurship, with effect from 1 July 2006.

BD/05-06/415 Visiting Academics – Centre for Language and Communication Studies The Board granted recognition to:

- (i) Dr Ismail H Mirici, Akdeniz University, Turkey – 1 October 2006 to 31 March 2007;
- (ii) Ms A Tereszkievicz, Jagiellonian University – 1 August 2006 to 31 March 2007.

CL/05-06/416 Committees The Board noted and approved the membership of Committees and Sub-Committees of the Board and Principal Committees as outlined in the memorandum from the Registrar, dated 28 June 2006 which had been circulated subject to the following amendments:

- (i) **Central Fellowship Committee** Dr D A Mac Dónaill, Dr C A O'Sullivan and Dr A J Piesse to replace Dr G Watson, Professor H J Y Scannell and Dr F P Ruane.
- (ii) **Investment Committee** Removal of the Treasurer's Office representative (this Office is already represented.)
- (iii) **Science Foundation Ireland Annual Overhead Investment Plan Committee** Addition of 'or nominee' to the Treasurer's membership. In response to a query, the Treasurer advised Board that the membership of this Committee is a matter for the Research Committee.

In response to a query, the Secretary advised Board that future consideration of the position of Chair of Principal Committees does not preclude an Elected Board Member being Chair of any other College committees.

Incorporating any amendments approved at subsequent Board meetings

CL/05-06/417 Fellowship – Resignation The Board noted the resignation of Professor F P Ruane (Economics), with effect on and from 30 November 2006.

BD/05-06/418 Summer Hours The Board noted that during the Long Vacation office hours (except where local arrangements are in use) will be:

- (i) Monday to Thursday: 9 a.m. to 5 p.m.
- (ii) Friday: 9 a.m. to 4.30 p.m.

BD/05-06/419 Vacation Procedures The Board noted that routine business of the Board and Council will be dealt with by the Provost under vacation procedures.

BD/05-06/420 Headship of Department – Philosophy The Board noted that Dr V Politis has been nominated as head for three years from 1 September 2006.

BD/05-06/421 Nominating Committee Social Work and Social Policy – Lecturer in Social Work (3 year contract) The Board approved the following membership:

Dean of Social Work and Social Policy
Professor R H Gilligan
Dr P A Walsh
Dr S MacCobb
Dr J Pinkerton (QUB)

BD/05-06/422 Secretarial Staff Review Committee The Board noted the election of Mr T Healy as the staff representative on the Secretarial Staff Review Committee for the academic year 2006-2007.

Signed:

Date:

Appendix 1 to Minute BD/05-06/386

Nominations for Appointment (see CL/05-06/221 of 28 June 2006)

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Biochemistry	Research Fellow	DOYLE, Frances, B.Sc. (NUI), Ph.D. (NUI)	05-06-2006	31-05-2008
Biochemistry	Research Fellow	MANGAN, Niamh, Ph.D. (Dubl.), B.Sc. (NUI)	01-10-2005	30-09-2006
Children's Research Centre	Research Fellow (Part-time)	DOYLE, Erika, B.A. (Open).	19-06-2006	18-06-2009
Clinical Medicine	Research Fellow	KUDLA, Urszula, Ph.D. (Nagemngen)	01-06-2006	31-12-2006
Computer Science	Research Fellow	HAVA MUNTEAN, Cristina, Ph.D. (DCU)	26-07-2006	31-01-2008
CRANN	Research Fellow	MAGUIRE, Paula, B.Sc. (NUI), Ph.D. (DIT)	01-01-2005	31-12-2006
Dental Science	Part-time Lecturer	SAGHERI, Darius, DDS (Wilhelms Univ. of Westphalia), M.Dent.Sc. (Dubl.), Ph.D. (Freiburg)	10-04-2006	28-04-2009
Genetics	Research Fellow	MAKINO, Takashi, Ph.D. (Graduate University for Advanced Studies, Japan), M.Sc. (Nagoya), B.Sc. (Mie)	01-10-2006	30-09-2007
Genetics & Microbiology	Research Fellow	THARAPPEL, James C., B.Sc. (Kerala) M.A., Ph.D. (Benares)	01-07-2006	30-06-2009
Geography	Research Fellow	JENNINGS, Eleanor, B.A., Ph.D. (Dubl.),	01-07-2006	30-06-2008
Germanic Studies	Part-time Lecturer	EBERBACH, Katrin, B.A. Mod., (Dubl.)	01-10-2006	30-09-2007
Germanic Studies	Lector (Swedish)	HARKIN, Regina, M.A., (Stockholm)	01-10-2006	30-09-2007
Germanic Studies	Lecktor (Austrian)	ILLETSCSKO, Marcel, M.Phil. (Vienna)	01-10-2006	30-09-2007
Germanic Studies	Part-time Lecturer	MORROGH, Brigitte, B.A. (Dubl.), M.Phil. (Dubl.)	01-10-2006	30-06-2007
Germanic Studies	DAAD Lektor	MULLER, Thomas, Staatsexamen (Jena), M.A. (Jena)	01-10-2006	30-09-2007
Germanic Studies	Research Fellow	POLITIS, Cordula, M.A., (Freiburg), Ph.D. (Dubl.)	01-10-2006	30-09-2007
Germanic Studies	Lector (Dutch)	VAN BERLO, Martine, Licentiat (Antwerp)	01-10-2006	30-09-2007
Histopathology	Research Fellow	FLAVIN, Richard, MB BCh BAO B.Med.Sci. (NUI), MRCPATH (R.C.Path.)	01-07-2006	30-06-2008
Immunology	Research Fellow	BYRNE, Greg, Ph.D. (TCD)	01-04-2006	31-03-2009

Incorporating any amendments approved at subsequent Board meetings

IIIS	Research Fellow	BUREAU, Jean Christophe, Ingenieur (Ecole Supérieure D'ingénieurs et Techniciens Pour L'Agriculture, Le Vaudreuil), MSc PhD (Paris), Habilitation (Paris- Nanterre)	01-06-2006	31-07-2007
Law School	Lecturer (Part-time)	HOGAN, Gerard, B.C.L., (NUI), M.A., LL.M. (NUI, Penn.), LL.D. (NUI), Ph.D., F.T.C.D.	01-06-2006	Permanent
Paediatrics	Lecturer	KALALDEH-KHAYYAT, Sima, M.B.B.S. (Jordan), Dip. Child Health (RCSI), MRCPH	01-07-2006	30-06-2007
Pharmacology & Therapeutics	Research Fellow	USHER, Cara, B.Sc. (Ulster), Ph.D. (NUI)	01-11-2005	30-10-2008
Physiotherapy	Clinical Teacher	CASSIDY, Ciara, B.Sc. (Dubl.)	01-10-2005	30-09-2008
Psychiatry	Lecturer	MORRIS, Derek, B.Sc. (NUI), Ph.D., Dip. Biomedical Methods (Wales)	01-03-2006	Permanent
Radiation Therapy	Lecturer	COONEY, Pat, B.Sc., M.Sc. (Dubl.), Dip. Tech Eng. & Dip.E.E. (DIT),	01-10-2006	30-09-2009
Radiation Therapy	Lecturer	CUNNINGHAM, Sarah Elizabeth Moya, M.B., B.Ch., (Belf.), MRCP (Lond.), FRCR (Lond.)	01-10-2006	01-10-2008
Radiation Therapy	Lecturer	HOLMBERG, Ola, B.Sc., M.Sc., Ph.D. (Lund)	01-10-2006	30-09-2009
Smurfit Institute of Genetics	Research Fellow	MOWER, Jeffrey P., B.A. (Texas), M.Sc., Ph.D. (Indiana)	01-06-2006	31-05-2008
Surgery	Part-time Lecturer	POWER, Camillus, MB BCH BAO (NUI), MD (NUI), FFARCSI, FRCPI	01-06-2006	31-05-2009
TCIN	Research Fellow	MAHER, Francis Oliver, B.Sc. (NUI), Ph.D. (Dubl.)	06-06-2006	31-05-2007

Appendix 2 to Minute BD/05-06/389

Provisional Membership of Principal Committees incorporating amendments approved by Board

<p>Audit Committee Mr Terence Forsyth (<i>Chair</i>) Assistant Secretary (<i>Secretary</i>) Dr Donal O'Donovan (<i>Board member</i>) Professor John McGilp Professor Brian McGing External Board member Internal Auditor (<i>in attendance</i>)</p>	<p>Finance Committee Provost (<i>Chair</i>) Treasurer (<i>Secretary</i>) Mr Henry Kearns (<i>Board member</i>) Professor John Parnell (<i>Board member</i>) President Students' Union (<i>ex officio</i>) Dean of Arts and Humanities Bursar Registrar Senior Lecturer Secretary (or nominee) Deputy Treasurer (<i>in attendance</i>)</p>
<p>Information Policy Committee Bursar (<i>Chair</i>) Librarian (<i>Secretary</i>) Dr Andrew Butterfield (<i>Board member</i>) Education Officer Students' Union (<i>ex officio</i>) President of Graduate Students' Union/nominee (<i>ex officio</i>) Dean of Science Head of School Dean of Research Secretary (or nominee) Academic Secretary (or nominee) Director of Information Systems Services Deputy Librarian (<i>in attendance</i>) Deputy Director of Information Systems Services (<i>in attendance</i>)</p>	<p>Personnel and Appointments Committee Vice-Provost (<i>Chair</i>) Staff Secretary (<i>Secretary</i>) Professor Werner Blau (<i>Board member</i>) Ms Mary Leahy (<i>Board member</i>) Professor Eunan O'Halpin (<i>Board member</i>) Welfare Officer Students' Union (<i>ex officio</i>) Dean of Engineering Systems Sciences Co-chair of Partnership Committee Head of School Senior Lecturer Academic Secretary Deputy Treasurer Establishment Manager (<i>in attendance</i>)</p>
<p>Research Committee Dean of Research (<i>Chair</i>) Director of Research and Innovation (<i>Secretary</i>) Professor Nigel Biggar (<i>Board member</i>) Dr Alison Donnelly (<i>Board member</i>) Mr Brian Sweeney (<i>Board member</i>) President of the GSU (<i>ex officio</i>) Dean of Graduate Studies Head of School Bursar Senior Lecturer Representatives of College research community (2) Nominee of Treasurer (<i>in attendance</i>) Research Development Officer (<i>in attendance</i>) Associate Dean of Research (<i>in attendance</i>)</p>	<p>Site and Facilities Committee Bursar (<i>Chair</i>) Director of Buildings (<i>Secretary</i>) Professor John Kelly (<i>Board member</i>) Dr Kieran McGinley (<i>Board member</i>) Professor Jagdish Vij (<i>Board member</i>) President Students' Union (<i>ex officio</i>) Dean of Health Sciences Head of School Vice-Provost Secretary (or nominee) Treasurer (or nominee) Roger Stalley Deputy Director of Buildings (<i>in attendance</i>)</p>
<p>Student Services Committee</p>	
<p>Dean of Students (<i>Chair</i>) Director of a Student Service (<i>Secretary</i>) Ms Mary Coffey (<i>Board member</i>) Dr Amanda Piesse (<i>Board member</i>) Dr Eoin Mac Cárthaigh (<i>Board member</i>) Welfare Officer Students' Union (<i>ex officio</i>) President Graduate Students' Union (<i>ex officio</i>) Dean of Social and Human Sciences</p>	<p>Head of School Senior Lecturer Senior Tutor Secretary (or nominee) Treasurer (or nominee) Director of a Student Service Administrative Officer, Senior Tutor's Office (<i>in attendance</i>)</p>

Incorporating any amendments approved at subsequent Board meetings

Appendix 3 to Minute BD/05-06/414

Nominations for Appointment

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Biochemistry	Lecturer / Academic Co-ordinator	KELLY, Vincent Patrick, B.A., Ph.D. (Dund.)	06-06-2006	31-05-2009
Biochemistry	Lecturer	MOK, Kenneth Hun, B.A. (Univ. of California, Berkeley), Ph.D. (Purdue)	06-09-2006	Permanent
Biochemistry	Lecturer	ZISTERER, Daniela Maria, B.A., Ph.D. (Dubl.)	01-06-2006	Permanent
CAPSL	Academic Developer	LAHIFF, Ann, B.A. (Kingston UK), M.A., (Lond.)	01-06-2006	30-09-2006
Computer Science	Research Fellow	DEVITT, Ann, Ph.D., Dip. Statistics (Dubl.)	01-10-2006	30-09-2009
English	Research Associate	STEFANELLI, Maria Anita, Dott. Lett. (Venice), M.Litt. (Strath.), Ph.D. (Edin.)	01-07-2006	30-06-2008
Immunology	Lecturer	GARDINER, Clair, B.Sc. (DCU), Ph.D. (NUI)	01-06-2006	Permanent
Immunology	Lecturer / Course Co-ordinator	LAVELLE, Edward, B.Sc. (NUI), Ph.D. (Plym.)	06-06-2006	Indefinite Duration
Medical Gerontology	Research Fellow	COLLINS, Orla, MB BAO BCh (Dubl.), MRCPI	01-07-2006	30-06-2008
Medical Gerontology	Research Fellow	CRONIN, Hilary, MB BAO BCh BMedSc (NUI), MRCPI	01-07-2006	30-06-2008
Physiology	Research Associate	HARTIGAN, Patrick James, B.Sc., M.V.M., Ph.D. (Dubl.)	01-10-2006	30-09-2008
Psychology	Lecturer	NIXON, Elizabeth, B.A., M.Litt. (NUI), Dip. Statistics (Dubl.)	01-10-2006	Permanent
Psychology	Lecturer	TRIMBLE, Tim, B.Sc., Ph.D. (Ulster)	03-07-2006	02-07-2009
Social Work & Social Policy	Associate Research Lecturer	MAYCOCK, Paula, B.Ed. (St. Patrick's College, Dublin), M.Ed. (NUI), Ph.D. (Dubl.)	01-07-2006	Permanent
TCIN	Research Fellow	BRAET, Wouter, Ph.D. (Birm.)	21-08-2006	26-05-2008

Incorporating any amendments approved at subsequent Board meetings

TCIN	Research Fellow	HENRICH-NOACK, Petra, Ph.D. (Philipps Univ., Marburg)	08-06-2006	31-05-2008
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Appendix 4 to Minute BD/05-06/414

Nominations for Appointment

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Library	Assistant Librarian	BUCK, Stephen, B.A., M.L.I.S.	12-06-2006	11-05-2007
Library	Assistant Librarian	HUGHES, Sean, M.A. (Cantab.), H.Dip.L.I.S., M.L.I.S. (Dubl.)	17-07-2006	22-12-2006
Library	Assistant Librarian	LAWSON, Barbara, B.A., M.L.I.S. (Univ. of New York)	01-06-2006	05-12-2006
Library	Assistant Librarian	SMYTH, Victoria, M.Sc.(R. Gordon U), B.A. (Dubl.)	01-06-2006	30-05-2008
Nursing & Midwifery	Allocations Officer	DUNNE, Padraig, B.N.S. (Dubl.), P.G.Dip. Nursing (Manc.)	26-06-2006	Permanent
Physics	Research Project Manager	CALLANAN, Marie, M.B.A., (European U), B.Sc. (Dubl.)	29-05-2006	30-09-2007
Psychiatry	Post-graduate Course Director (Part-time)	FITZMAURICE, Brian, MB BCh BAO (NUI), M.Phil. (Edin.)	01-07-2006	30-06-2007
Psychology / APRG	Knowledge Management Specialist	O'DONNELL, Kevin Maurice, B.A. (Cant.), Grad.Dip.L.I.S. (Victoria Univ., Wellington)	06-06-2006	05-06-2007
Research & Innovation Services	Director of the Office of Research & Innovation Services	MULLINS, Martin, B.Sc., M.Sc. (NUI)	18-09-2006	Permanent
Senior Lecturer's Area	Administrative Officer	GRAHAM, Deirdre, B.A. (Griffith College Dublin)	03-07-2006	02-07-2007
Senior Tutor's Office	Administrative Officer	CONROY, Gaye, B.A. Mod. (Dubl.)	29-05-2006	Permanent
Staff Office	Administrative Officer	KEELEY, Cathy, B.Sc. (Dubl.), Cert. in Personnel Practice (CIPD)	01-06-2006	Indefinite Duration

Incorporating any amendments approved at subsequent Board meetings

Student Counselling Service	Adminis- trative Officer (Part-time)	AGNEW, Rosalind, B.Sc. (Ulster), M.B.A., (Ulster), Dip. Direct Marketing (D.I.T.)	03-07-2006	Permanent
Treasurer's Office	Adminis- trative Officer	CREEDON, Keith, Dip. App. Finance (Irish Management Inst.) M.B.A., (Vlerick Leuven Gent Management School), B.Comm. (NUI)	22-05-2006	Permanent
Treasurer's Office	Research Project Account- ant	FEENEY, Leah, C.I.M.A.	01-06-2006	Indefinite Duration
Treasurer's Office	Adminis- trative Officer	FORTUNE, Ester, I.A.T.I.	01-05-2006	Indefinite Duration
TCIN	Executive Director	MURPHY, Judith, B.A. (Dubl.), PhD. (Dubl.)	03-07-2006	Indefinite Duration