

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 23 May 2007

Present Provost (Dr J Hegarty), Vice-Provost (Dr R M J Byrne), Registrar (Dr J Barkhoff), Bursar (Dr D C Williams), Senior Lecturer (Dr C Kearney), Dr N J Biggar, Dr A Butterfield, Ms G M Clarke, Ms M A Coffey, Dr J F Donegan, Dr A C Donnelly, Mr H Kearns, Mr R Kearns, Dr J M Kelly, Ms D Keogh, Ms M Leahy, Dr M A Lynch, Dr E Mac Cárthaigh, Dr K J McGinley, Dr D P O'Donovan, Dr E J O'Halpin, Ms R Pe Palileo, Dr J A N Parnell, Dr A J Piesse, Mr D Quinn, Mr B Sweeney, Dr J K Vij.

In attendance

(ex officio) Secretary, Treasurer, Assistant Secretary.

(by invitation) Acting Academic Secretary (for BD/06-07/277-278).

SECTION A

BD/06-07/270 Minutes

- (a) The minutes of the meeting held on 4 April 2007 were approved and signed subject to the following amendments:

BD/06-07/250 Projection Facilities in the Boardroom The word 'query' in line 1 was replaced with the word 'proposal'.

BD/06-07/253 Information Policy Committee - IPC/06-07/32 Student Administration System (SAS) The phrase 'update and automate academic administrative processes' in line 8 of the third paragraph was replaced with 'revise certain academic requirements for administrative support'.

- (b) The minutes of the meeting held on 14 May 2007 were approved and signed subject to the following amendment:

BD/06-07/267 Election to Fellowship (i) Consolidated Statutes, Chapter V, Section 6 Dr Valentin Rudolf Troll was placed second on the list of seniority. The Board noted this amendment was made to reflect Professor Troll's promotion to Associate Professor prior to Trinity Monday.

BD/06-07/271 Matters Arising from the Minutes A number of matters arising from the minutes were discussed and have been recorded below, (see minutes BD/06-07/272, 273, 274, 275).

BD/06-07/272 Code of Governance in the University Sector (see minute BD/06-07/236 of 25 April 2007) The Board approved the appointment of Ms Mary Coffey and the Treasurer to the Governance Working Party.

BD//06-07/273 Science Gallery (see minute BD/06-07/240 of 25 April 2007) The Provost advised Board that a response was awaited from the Government in relation to funding arrangements for the Science Gallery.

BD/06-07/274 Projection Facilities in the Boardroom (see minute BD/06-07/250 of 25 April 2007) The Board noted that arrangements were being made to provide adequate data projection, and other audio-visual facilities, in the Boardroom.

BD/06-07/275 Student Administration System (see minute BD/06-07/253 of 25 April 2007) The Provost advised Board that, in order to address the concerns expressed at the previous Board meeting, he had invited the Audit Committee to undertake a review of the implementation, to date, of the Student Administration System (SAS). He invited Board's attention to the terms of reference for the review, which the Audit Committee had agreed would be undertaken by the Internal Auditor. The Board agreed that the review would also address the role of consultants who had reviewed the SAS project.

BD/06-07/276 Provost's Report The Provost advised Board that the audit of student numbers in individual institutions for use in the HEA's Funding Model was on-going and that, as yet, there was nothing to report on the outcome of the audit and the financial implications for the College. The Board noted that a letter outlining the College's concerns in relation to the funding model had been sent to the HEA and that it was hoped to have a further meeting with the HEA as soon as possible.

In response to queries from Board members, the Provost and the Treasurer clarified a number of technical issues in relation to the proposed model. The Board noted that, as previously discussed, the HEA had withheld 2% of the recurrent grant from each university pending the outcome of the HEA audit (minutes BD/06-07/136 of 31 January 2007 and BD/06-07/163 of 28 February 2007 refer).

It was agreed that once the results of the HEA's audit of student numbers are known there will be a full discussion at the Board on the outcome and implications for the College.

BD/06-07/277 Proposals on Academic Restructuring The Acting Academic Secretary, present by invitation, attended for this item. The Senior Lecturer invited Board's attention to the following four documents which had been circulated, noting that they had been submitted by the Restructuring Advisory Group to Board for approval:

- (i) Role and Responsibility of Faculty Dean;
- (ii) Procedures for the Selection of Faculty Dean;
- (iii) Budgeting Arrangements for New Faculties;
- (iv) Faculty Governance (including Guiding Principles for New Faculty Governance and the New Faculty Office).

Introducing the discussion, the Senior Lecturer invited Board's attention to the background to the proposals and the outcomes of discussions which had taken place at Board on 5 July 2006 (minute BD/05-06/387 refers), 22 November 2006 (minute BD/06-

07/061 refers) and 12 December 2006 (minute BD/06-07/094 refers). The Board noted the extensive consultation process which had taken place since January 2007 and the work of the Restructuring Advisory Group since its establishment by the Board in January 2007 (minute BD/06-07/134 refers). The Senior Lecturer also advised Board on the work of the Strategic Change Management Team in developing proposals for the restructuring of central management and administrative and support services. He invited Board's attention to the substantive issues which had arisen during the consultation period and to the ensuing recommendations which the Restructuring Advisory Group had now presented to Board for approval. The Board noted the proposed guiding principles for new Faculty governance, as presented, and noted that the names of the new Faculties had yet to be finalised. The Senior Lecturer noted a number of transition issues which need to be addressed pending the full implementation of the new Faculty structure and the election of Deans.

In conclusion, the Senior Lecturer invited Board's attention to the time-table for the introduction of new Faculty structures, noting that on 20 June 2007, the Board would be requested to approve proposals in relation to central management and administrative and support services, and the costs associated with restructuring, following which, at the same meeting, the Board would be asked to approve the dissolution of the existing five-Faculty structure and the institution the new three-Faculty arrangements. He also noted that it is expected that, in time, economies of scale will result from the reorganisation into three Faculties, but that this will not be possible immediately.

The Board noted comments in relation to the value of the Restructuring Advisory Group, offering as it does, a process whereby proposals from Executive Officers are discussed and evaluated by representatives of the College community prior to being submitted to Board for consideration. The importance of retaining this procedure was emphasised.

In response to queries, the Senior Lecturer advised Board that it is intended that Pro-Deans would deputise as required for Faculty Deans and that there would be no salary or allowance attaching to the Pro-Dean position and that there is likely to be some relocation of existing Faculty staff to meet the needs of the new structures.

It was agreed that Faculty Deans would not hold any other office in College for the duration of the Deanship and that the documents would include a clarification that the Provost acts on behalf of the Board in relation to budgetary authority and statutory and legal financial accountability. It was also agreed that the relationship between the Faculty Management Group and the Faculty Executive would be clarified in the case of the governance of the Engineering and Science Faculty.

Concern was expressed by a Board member that the appointment of Course Directors, and the establishment of Course Offices, for each of TSM, Science and the BAI would replace the functions formerly held by Deans and would be an additional cost arising from the restructuring. The seasonal nature of course administration was also noted. The Senior Lecturer advised Board that, following discussions with the current Faculty Deans and Heads of School, it was proposed that Faculty Deans would not, in the future, have direct oversight of undergraduate teaching and that the establishment of Course Offices for inter-School courses had been considered the optimal way to proceed. The Board agreed that the relationship between Course Directors and Faculty Deans and the reporting relationship between Directors of Research Institutes and Faculty Deans in relation to budgetary matters should be clarified in the relevant documents.

In the course of a discussion on the budgeting arrangements for new Faculties, the Board agreed that, subject to the availability of funds, it would, on an annual basis,

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approve the establishment of a Strategic Fund which would be disbursed by the Provost, in consultation with the Executive Officers Group, and that the Board would receive regular, formal reports as to how the funds have been disbursed. This would be clarified in the document *Budgeting arrangements for New Faculties*.

Following a long discussion on the term of office for Faculty Deans, it was agreed that the term should be normally be for five years after which there would be an option for a further three-year term, for which an election would take place in the Faculty.

The Board approved the four documents, subject to the agreed amendments and clarifications, noting that the final versions will be submitted to Board for final approval in due course.

BD/06-07/278 Proposals on Central Management and Administrative and Support Services Reform

The Acting Academic Secretary, present by invitation, attended for this item. The Senior Lecturer invited Board's attention to the following documents which had been circulated noting that they had been submitted by the Restructuring Advisory Group to Board for initial discussion:

- (i) Central Management and Administrative and Support Services Reform, dated 16 May 2007;
- (ii) Rationale for and the Role and Responsibility – Vice-Provost for Academic Affairs (Senior Lecturer), dated 16 May 2007;
- (iii) Rationale for and the Role and Responsibility – Chief Operating Officer, dated 16 May 2007;
- (iv) Draft Restructuring Implementation Schedule, dated 14 May 2007.

Introducing the discussion, the Senior Lecturer advised Board that the overall objectives of the proposed arrangements for central management were to achieve integrated administrative and support services, greater economies of scale and efficiencies, clear lines of reporting and accountability, and increased academic input into the overall management of the College. He stated that the Vice-Provost for Academic Affairs (Senior Lecturer) would be a senior academic officer with responsibility for the coordination and on-going development of academic affairs of the College. The proposed Chief Operating Officer, to whom all heads of administrative and support areas would report, would provide strategic leadership in the overall development and management of the College's administrative and support services, thus strengthening the co-ordination function currently in place.

The Senior Lecturer invited Board's attention to the proposed management structure. He also invited Board's attention to the proposed implementation schedule which stated that the three-Faculty structure would be introduced by December 2007 and the central administration and support services restructuring would commence immediately. He also noted that it was intended to carry-out a review of Committee Structures and the role of Annual Officers in Michaelmas Term 2007.

In response to queries raised by a number of Board members, it was confirmed that the Statutory role of the Provost will not change as a result of the proposed restructuring but that the executive functions which have, in recent years, become an increasing part of the Provost's workload will now be carried out, under the direction of the Provost, by the proposed Vice Provost for Academic Affairs (Senior Lecturer) and the Chief Operating Officer. The Board noted that these proposed arrangements would consolidate and formalise many of the College's existing operational arrangements and that it was hoped that, taken together with the three-Faculty academic arrangements, they would result in more efficient and effective management arrangements. The Board

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noted that relieving the Provost of these day-to-day duties will enable him to engage more extensively with the external agencies and interests.

In the course of a discussion, the following points were made by Board members:

- the scope for a new Provost to introduce new policy measures on assuming office could be limited by the proposed tenure of the Vice-Provost for Academic Affairs (Senior Lecturer) and Faculty Deans;
- the role of the Vice-Provost for Medical Affairs needs to be clarified in the documentation to avoid ambiguity;
- the proposed role of the Bursar and possible conflicts with the Director of Buildings need to be addressed;
- the membership of the Executive Officer Group as proposed is too large;
- the roles of existing Statutory Officers and their proposed relationships with the Chief Operating Officer are not clear in the new arrangements, and any possible duplication of the work of the Secretary's Office in the new structures needs to be addressed. The proposed reporting relationship of the Librarian needs to be clarified. It was also noted that co-ordination of Student Services needs to be addressed as part of the restructuring process;
- administrative and support resources in all areas of College need to be available for redeployment to achieve the objectives of the restructuring and there will need to be a partnership approach to the College's strategic management, as outlined in *Towards 2016*;
- the new structures must allow the proposed management committees to fulfil their terms of reference without involvement of superior authorities at too early a stage. Different levels of decision-making should have recourse, under strict conditions, to higher levels of College management;
- there will need to be good communication with students to advise of the roles and responsibilities of the Vice-Provost for Academic Affairs (Senior Lecturer) and the Chief Operating Officer.

The Board noted the Treasurer's query in relation to the transitional arrangements for her office in light of the proposal that the Treasurer will in future report to the Chief Operating Officer.

In response to a query, the Senior Lecturer advised Board that the consultants' study currently underway will provide insights into the restructuring experiences of similar universities and that it is expected that their report will be available in June.

Concern was expressed by a number of Board members about the compliance of the proposed changes with the Statutes. The Bursar advised Board that only those decisions which will require Statutory amendment will require the assent of Fellows and the Registrar advised that the Statutes Review Working Party will address Board decisions as part of the revision process. Board members, noting that the Statutes currently confer on the Senior Lecturer the role identified for the Vice-Provost for Academic Affairs (Senior Lecturer), sought clarification on the proposed role for the Registrar in relation to undergraduate education.

In the course of discussion on the timing of decisions in relation to the administrative and support restructuring, individual Board members stated that the College community needs to be given the opportunity to discuss, in depth, the consequences of the proposals for the College and Statutes and the time-scale over which the Board is required to make decisions on the proposals is too short. It was noted by a Board member that the objective of having negotiated agreement on the new administration and support structures by September 2008 was optimistic. It was also stated that the ten-month consultation period leading to the proposals on academic restructuring had laid

the foundations for the administrative and service restructuring and that it had not been possible to commence administrative and support restructuring until the academic structures for which support is to be provided were agreed. The Board noted comments in relation to the willingness of administrative and support staff to begin the restructuring process as soon as possible, thereby removing the current uncertainties in relation to their current and future work practices.

The Board expressed concerns about the inadequacy of existing financial information systems to support the new structures, noting that this had been brought to Board's attention by the Finance Committee and the Treasurer on a number of occasions. It was stated that the College's IT systems in their entirety need to be addressed and that the limitations of the existing IT systems is adding significantly to the workload of staff in administrative and support areas.

It was agreed that the points made by Board members would be referred to Restructuring Advisory Group and that the following papers would be placed on the local website:

- (i) Central Management and Administrative and Support Services Reform, dated 16 May 2007;
- (ii) Rationale for and the Role and Responsibility – Vice-Provost for Academic Affairs (Senior Lecturer), dated 16 May 2007;
- (iii) Rationale for and the Role and Responsibility – Chief Operating Officer, dated 16 May 2007.

The Senior Lecturer invited Board's attention to the estimated costs associated with the proposed academic and administrative and support restructuring, as outlined in the paper *Estimated costs for Faculty Offices, three Deans, Vice-Provost for Academic Affairs (Senior Lecturer) and the Chief Operating Officer*, which had been circulated. In the course of a discussion, it was stated by individual Board members that the costs arising from the restructuring were considered to be under-estimated and that the costs associated with existing Faculty Offices do not appear to have been taken into account. It was noted that a full review of all costs associated with the new Faculty structures would be required before decisions could be made. It was also stated that it had been hoped that the additional Finance and Human Resources support in Faculties could have been transferred from central College offices and not be an additional cost to the College. Comments were also made about the benefits of restructuring outweighing the additional associated costs. It was noted that the provision of research allowances will prove to be attractive to potential College Officers. It was also stated that the additional costs of administration should not be at a cost to academic areas.

In the course of a brief discussion on the likely sources of funding to support the restructuring, the Provost advised Board that, in the long-term, the additional costs will be absorbed into the existing total administrative and support budgets of the College. He stated that, in the interim, there will be an inevitable net increase in expenditure and that funds will be sought from the SIF process. The Board noted that some funding has already been provided from SIF and the call for proposals under Phase II is expected soon. The Provost stated that these funds are specifically intended to assist colleges in transitional arrangements and he advised Board that if funds are not forthcoming from this source, consideration should be given to increasing the College's deficit in the short-term. In response to a query, the Bursar advised Board that an analysis of Schools' ARAM data has indicated that indirect costs of Schools have not risen over the past two years.

In conclusion, the Provost advised Board that, following further consultation, this matter would be considered again by Board on 20 June.

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BD/06-07/279 Acta of the University Council The Board confirmed Acta of the University Council from its meetings held on 9 May 2007 and 10 May 2007 subject to further comments covering CL/06-07/161, CL/06-07/164, CL/06-07/166, CL/06-07/167, CL/06-07/168, CL/06-07/181.

BD/06-07/280 Senior Promotions – Associate Professorships (see Actum CL/06-07/161 of 9 May 2005) The Board confirmed the recommendations of the University Council and approved the following promotions to Associate Professorship with effect from 1 May 2007:

- (i) Dr S P Wilson (Statistics)
- (ii) Dr V Troll (Geology)

BD/06-07/281 Nominations for Appointment (see Actum CL/06-07/164 of 9 May 2007) The Board on the nomination of the University Council, approved the appointments as summarised in Appendix 1 and 2 to these Minutes.

BD/06-07/282 Thomas N Mitchell Chair in Cognitive Neuroscience (see Actum CL/06-07/181 of 11 May 2007) The Board, on the nomination of the University Council, appointed John Philip O'Doherty, BA (Dubl), DPhil (Oxon) to the Thomas N Mitchell Chair in Cognitive Neuroscience, from a date to be agreed.

BD/06-07/283 Disciplinary Panel Standing List The Board, on the recommendation of the Registrar, approved the named membership of the College's standing disciplinary list, agreed by the Academic Staff Association, which had been drawn at random from among the academic staff. The Registrar advised Board that when required, the Disciplinary Panel would comprise four members drawn from the standing list. The Board also approved a reserve list of ten academic staff members who would be available to replace people on the standing list if required.

The Board expressed its appreciation to the members of the standing list and the reserve list for agreeing to allow their names go forward.

SECTION B

BD/06-07/284 Audit Committee The Board noted, and where appropriate, approved proposals in the draft minutes of the Audit Committee from its meeting of 18 April 2007.

BD/06-07/285 Finance Committee The Board noted, and where appropriate, approved proposals in the draft minutes of the Finance Committee from its meeting of 9 May 2007.

BD/06-07/286 Information Policy Committee (see Actum CL/06-07/166 of 9 May 2007) The Board noted, and where appropriate, approved proposals in the draft minutes of the Information Policy Committee from its meeting of 19 April 2007.

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- BD/06-07/287 Personnel and Appointments Committee (see Actum CL/06-07/167 of 9 May 2007)** The Board noted, and where appropriate, approved proposals in the draft minutes of the Personnel and Appointments Committee from its meeting of 18 April 2007. The Board noted revised policies on Carer's Leave and College Holidays.
- BD/06-07/288 Resource Management Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the Resource Management Committee from its meeting of 30 April 2007.
- BD/06-07/289 Site and Facilities Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the Site and Facilities Committee from its meeting of 8 May 2007.
- BD/06-07/290 Student Services Committee (see Actum CL/06-07/168 of 9 May 2007)** The Board noted, and where appropriate, approved proposals in the draft minutes of the Student Services Committee from its meeting of 18 April 2007.

SECTION C

- BD/06-07/291 Additional Board Meeting** The Board noted that the Board will meet on Wednesday, 30 May 2007 at 10.00 a.m.
- BD/06-07/292 Partnership Committee – Additional Annual Leave for Staff with Long Service** The Board noted and approved a memorandum from Mr F McCourt, Acting Secretary to the Partnership Committee, circulated dated 14 May 2007.
- CL/06-07/293 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 1 May 2007.
- BD/06-07/294 Disciplinary Panel – Chair** The Board noted and approved the appointment, with the agreement of the Academic Staff Association, of Ms I Clissman, SC as Chair of the Disciplinary Panel for three years from 9 June 2007 to 8 June 2010.
- BD/06-07/295 Heads of Agreement in relation to a Strategic Partnership between QUB and TCD** The Board noted that a document was signed on 24 April 2007 between the Provost and the Vice-Chancellor of Queen's University, Belfast.
- BD/06-07/296 Representation – Marino Institute of Education** The Board noted and approved the nomination of Dr D F McAleese as the representative of the College on the Governing Body of the MIE, for a maximum of one further year, or until such time as new Trustees have been appointed.
- BD/06-07/297 HEA – Verification Letter** The Board noted and approved the draft verification letter to the HEA, circulated dated 23 May 2007.

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- BD/06-07/298 John A Boland Memorial Prize (Law)** The Board noted a memorandum from the Treasurer, circulated dated 26 April 2007, and to approve a *Calendar* entry for the award of the John A Boland Memorial Prize (Law), founded in 2007 in memory of the late John A Boland (LLB, MA, Barrister-at-Law).
- BD/06-07/299 Bequests and Benefactions – Sheppard Trust** The Board noted and approved a memorandum from the Treasurer, circulated dated 15 May 2007.
- BD/06-07/300 Library – Permissions – Loan of Manuscripts** The Board noted and approved a memorandum from the Librarian, circulated dated 19 April 2007.
- BD/06-07/301 Financial Assistance Committee – Recommendations**
- (i) **Awards** The Board noted and approved a memorandum from the Senior Tutor, circulated dated 15 May 2007;
 - (ii) **Increase in Income Bands** The Board noted and approved a memorandum from the Senior Tutor, circulated dated 15 May 2007.
- CL/06-07/302 Scholarship – Requests for Intermission** The Board noted and approved the request of the Senior Lecturer that the following Non-Foundation Scholars may intermit Scholarship for the academic year 2007-2008 (having previously intermitted in 2005-2006 and 2006-2008):
- (i) 01923587;
 - (ii) 02200378.
- BD/06-07/303 Change of Title** The Board noted and approved a recommendation that that the post held by Mr Noel Cronin (IS Services) should be entitled: Senior IT Technologist.
- BD/06-07/304 Staff Matters – Early Retirement** The Board noted and approved the following requests for early retirement at the dates set out below:
- (i) Mr T Haveron (Mechanical and Manufacturing Engineering), on 30 September 2007;
 - (ii) Professor R J Hill (Political Science), on 30 September 2007;
 - (iii) Mr G Lyons (Mechanical and Manufacturing Engineering), on 2 November 2007.
- BD/06-07/305 BD/06-07/Nominations for Appointment** The Board noted the nominations for appointment as circulated (see Appendix 3 to this minute).
- BD/06-07/306 Nominating Committees** The Board noted the following memberships:
- (i) **Change to Membership – Treasurer’s Office – School Vice-Deanery Financial Advisor – Administrative Grade 1 (to the Bar) (Maternity Cover) (see BD/06-07/266 (vi) of 25 April 2007)**
Ms A Kennedy to replace Ms C Cleary.

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- (ii) **Library – Assistant Librarian, Manuscripts – Assistant Librarian Grade 2 (3-month contract)**
Deputy Librarian
Dr B Meehan
Ms J Maxwell
Professor T B Barry
- (iii) **Library – Assistant Librarian (Readers’ Services – Hamilton Science and Engineering Library) – Assistant Librarian Grade 2 (permanent)**
Librarian
Mr T Peare
Ms A Healy
Dr M C Henman
Ms E Breen (DCU)
- (iv) **Library – Assistant Librarian (Early Printed Books) – Assistant Librarian Grade 2 (2 year contract)**
Deputy Librarian
Dr C Benson
Professor T R Jackson
Dr Lydia Ferguson
Ms J Finnegan (NUI)
- (v) **School of Medicine – Administrative Officer (Student Administration) – Administrative Grade 2 (permanent)**
Assistant Secretary to the College
Professor S R McCann
Ms F McNamara
Ms M Keating
Ms A Larke (AMiNCH)
- (vi) **Staff Office**
 - (a) **Staff Development Manager – Administrative Grade 1 (permanent job-share)**
Secretary to the College
Staff Secretary
Recruitment Manager
Ms S Huntley Moore
Mr F Guinan (QUB)
 - (b) **Staff Relations Manager – Senior Administrative Grade 3 (permanent)**
In response to a query, the Secretary agreed to clarify the representation of the College’s Group of Unions on the Nominating Committee for the Staff Relations Manager post.
 - (c) **Staff Relations Officer – Administrative Grade 1 (permanent)**
Secretary to the College
Staff Secretary
Dr R M J Byrne
Mr F McCourt
Mr M Flanagan (UCD)
- (vii) **Treasurer’s Office – Fees Administrative Officer – Administrative Grade 2 (permanent)**
Deputy Treasurer
Ms J Byrne
Dr J Barkhoff
Mr T Kenny (NUI Maynooth)

Signed:

Date:

Appendix 1 to Minute BD/06-07/281

Nominations for Appointment (see Actum CL/06-07/164 of 9 May 2007)

| Department | Post | Name and Qualifications | Start date | Termination date (if contract) |
|-----------------------------|------------------------------|--|-------------------|---|
| Chemistry | Postgraduate Co-ordinator | TOURETTE, Guillaume, B.Sc. (Kingston upon Thames), Ph.D. (Dubl.) | 20-04-2007 | 20-10-2007 |
| Clinical Medicine | Research Fellow | GIESELER, Steffi, B.Sc. (Martin Luther University), Ph.D. (Otto von Guericke University) | 16-04-2007 | 15-04-2010 |
| Clinical Microbiology | Lecturer | BOO, Tek Wee, B.A.O., B.Ch., M.B. (N.U.I.), MRCPPath, RCPPath Lond., MRCP, RCP Lond. | 01-10-2006 | 30-09-2007 |
| Economics | Lecturer | COOKE, Dudley, Ph.D., M.Sc. (Warw.), B.Sc.(Essex) | 01-09-2007 | Permanent |
| Economics | Lecturer | SCANLON, Paul, B.A. (Dubl.), M.A. (Yale) | 01-09-2007 | Permanent |
| Economics | Lecturer | NARCISO, Gaia, B.A., M.A., (Lond.) | 01-09-2007 | Permanent |
| Genetics | Lecturer | BRACKEN, Adrian, B.Sc. (N.U.I.), Ph.D. (Dubl.) | 01-09-2007 | Permanent |
| Geology | Research Fellow | BENNETT, Stuart Douglas, M.A. (Oxon.), Ph.D. (Dubl.) | 01-01-2007 | 31-12-2007 |
| Haematology | Research Fellow | HARMON, Shona, B.Sc. (N.U.I.), Ph.D. (R.C.S.I.) | 01-05-2007 | 30-04-2009 |
| History | Research Associate | WILLS, Clair, B.A., D.Phil (Oxon.) | 01-05-2007 | 30-09-2009 |
| Histories and Humanities | Senior Lecturer | DITCHBURN, David, M.A., Ph.D. (Edin.) | 01-10-2007 | Permanent |
| IIIS | Research Associate | BARRY, Frank, B.A. (Dubl.), M.A. (Essex), Ph.D. (Belf.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | BENOIT, Kenneth Richard, B.A. (South Carolina), M.A., Ph.D. (Harv.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | BRADBY, Barbara Marion, B.A. (Oxon.), M.A., D.Phil. (Sus.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | BRENNAN, Michael Louis, B.E., M.Eng.Sc., M.B.A., Ph.D. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | BYRNE, Rosemary Ann, B.A. (Col.), J.D. (Harv.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | CHARI, Raj Samavedam, B.A., M.A. (Sask.), Ph.D. (QU.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | COUGHLAN, Paul, B.E., M.B.A. (N.U.I.), Ph.D. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | FELLENZ, Martin, Vordiplom BWL (Cologne), M.B.A. (Bridgeport), Ph.D. (North Carolina) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | FINLAY, Graham, B.A. (McG.), M.A., Ph.D. (Johns H.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | HILL, Ronald James, B.A., (Leeds.), M.A., Ph.D. (Dubl.), M.A. (Essex), F.T.C.D. | 01-05-2007 | 30-04-2010 |

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| IIIS | Research Associate | HOFMANN, Herwig, DR.IUR. (Hamburg.), M.JUR. (Oxon.), Rechtsanwalt | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | HOLTON, Robert, B.A., M.A., D.Phil. (Sus.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | HONOHAN, Patrick, B.A., M.A. (N.U.I.), M.Sc., Ph.D. (Lond.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | HORNE, John Nicholas, B.A. (Oxon.), D.Phil. (Sus.), F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | HURLEY, Margaret | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | KEARNEY, Colm, B.A., M.A. (N.U.I.), M.A. (Essex), M.A. (W. Ont.), Ph.D. (Warw.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | KEATING, Mary Anne, B.A. (N.U.I.), M.A., M.Sc. (Loyola.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | KEATINGE, Neil Patrick, B.A., M.Sc. (Lond.), Ph.D. (Dubl.), M.R.I.A., Fellow Emeritus | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | KINGSTON, William, M.A., LITT.D. (Dubl.), M.A. (N.U.I.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | KRAMER, Alan Richard, B.A., M.A. (Newcastle (UK)), D.Phil. (Hamburg.) F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | LENTIN, Ronit, Ph.D., M.Phil. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | LUCEY, Brian Michael, B.A., M.A., (N.U.I.), Ph.D. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | MARTIN, Gillian Suzanne, B.A., M.Litt., Ph.D., H.Dip.Ed. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | MATTHEWS, Alan Henry, B.A., M.Sc. (C'Nell.), F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | MC ALEESE, Dermot Flannan, B.Comm., M.Econ.Sc. (N.U.I.), M.A. (Dubl.), M.A., Ph.D. (Johns H.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | MC ELROY, Gail, B.A., M.Sc. (Lond.), M.A., Ph.D. (Roch.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | MC HUGH, Gerard, M.A. (Dubl.), M.A. (Sheff.), Ph.D. (Lough.), F.C.C.A. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | MINNS, Christopher, B.A., M.A., Ph.D. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | MURPHY, Antoin Eanna, B.A., M.A., Ph.D. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | MURRAY, John Andrew, B.Comm., M.Econ.Sc., Ph.D. (N.U.I.), M.A. (Dubl.), M.B.A. (Penn.), F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | O'HAGAN, John William, B.E., M.A. (N.U.I.), M.A., Ph.D. (Dubl.), F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | O'HALPIN, Eunan, B.A., D.Phil. (Sus.) M.A. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | O'ROURKE, Kevin Hjortshoj, B.A. (Dubl.), M.A., Ph.D. (Harv.) | 01-05-2007 | 30-04-2010 |

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|---|----------------------|--|------------|------------|
| IIIS | Research Associate | PHELAN, Diarmuid Rossa, B.C.L. (N.U.I.), LL.M. (Berkley.), Ph.D. (European University Institute of Florence) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | ROCKETT, Kevin, D.Phil. (Ulster.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | RUANE, Frances Philomena, M.A. (Dubl.), M.A. (N.U.I.), B.Phil., D.Phil. (Oxon.), F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | SCHUSTER, Alexander William Edward, B.A., LL.B., M.Litt. (Dubl.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | SHANLEY, Diarmuid Brendan, B.D.S. (N.U.I.), M.A. (Dubl.), M.Sc.D. (Indiana.), Dr.ODONT (h.c. Oslo.), F.F.D.R.C.S.I., F.D.S.R.C.S.ED., F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | SOMERVILLE, Richard Andrew, M.A. (Dubl.), M.Sc. (Lond.), M.B.A., Ph.D. (City.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | SYMMONS, Clive Ralph, LL.B., Ph.D. (Brist.), Dip.Ed. (Oxon.) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | TAMURA, Yuji, B.A., M.Sc., Ph.D. (Warw.), B.Psych. (Waseda University) | 01-12-2006 | 30-11-2009 |
| IIIS | Research Associate | TOVEY, Hilary, B.A. (Dubl.), M.A. (N.U.I.), F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | VORONKOVA, Svitlana, M.A. (Ivan Franko National University of Lviv), Ph.D. (European University Viadrina) | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | WALSH, Patrick Paul, B.A., M.Econ.Sc., Dip.Econ.Sc. (N.U.I.), M.A. (Dubl.), Ph.D. (Lond.), F.T.C.D. | 01-05-2007 | 30-04-2010 |
| IIIS | Research Associate | WICKHAM, James John Rufus, B.Sc. (Soc) (Lond.), M.A. (Dubl.), D.Phil. (Sus.) | 01-05-2007 | 30-04-2010 |
| Languages, Literatures and Cultural Studies | Lecturer (Half-time) | CUSACK, Andrew Thomas, B.A., Ph.D. (Dubl.), B.Sc. (Kings College London) | 01-05-2007 | 30-04-2010 |
| Languages, Literatures and Cultural Studies | Lecturer (Part-time) | PIETER, Anne, Ph.D. (Humboldt) | 01-09-2007 | 30-08-2008 |
| Linguistic, Speech & Communication Sciences | Lecturer | CARSON, Lorna, B.A., M.Phil., Ph.D. (Dubl.), M.A. (College of Europe) | 01-09-2007 | Permanent |
| Paediatrics | Part-time Lecturer | KOE, Stanley Chi-Wey, D.C.H. (R.C.P.I. & R.C.S.I.) B.A.O., B.Ch., M.B. (N.U.I.) | 01-09-2006 | 31-08-2009 |
| Pharmacology & Therapeutics | Part-time Lecturer | JERRARD-DUNNE, Paula, B.A., M.B., Ph.D. (Lond.), M.R.C.P.I. | 01-07-2007 | 30-06-2008 |
| Pharmacy & Pharmaceutical Science | Senior Lecturer | HENMAN, Martin, B.Pharm., Ph.D. (Brad.) | 01-10-2007 | Permanent |
| Political Science | Lecturer | PHELAN, William, B.A. (Oxon.), M.Sc. (Lond.), M.A., Ph.D. (Harv.) | 01-07-2007 | Permanent |

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|-----------------------------|--------------------|---|------------|------------|
| Psychiatry | Clinical Tutor | O' CONNOR, Karen, B.A.O., B.Ch., M.B. (N.U.I.) | 02-01-2007 | 31-12-2007 |
| Psychiatry | Lecturer/Registrar | CRUMLISH, Niall, B.A.O., B.Ch., M.B. (N.U.I.) | 01-07-2007 | 30-06-2008 |
| Religions & Theology | Lecturer | WOLD, Benjamin, M.A. (Jerusalem University College), Ph.D. (Dunelm.) | 01-09-2007 | Permanent |
| Social Work & Social Policy | Research Fellow | HAMILTON, Carol Anne, B.A, M.Ed. (Vic.(BC)) | 12-04-2007 | 11-04-2009 |
| Social Work & Social Policy | Research Associate | NÍ RAGHALLAIGH, Muirean, B.Soc.Sc., N.Q.S.W. (Dubl.) | 30-04-2007 | 30-09-2009 |
| Surgery | Part-time Lecturer | FITZGERALD-RYAN, John Mark, FFRRCSI, FRCR (London), B.A.O., B.Ch., M.B. (Dubl.) | 01-10-2006 | 30-09-2009 |
| TCIN | Research Fellow | SHALGI, Shani, B.Sc., M.A. (Hebrew University of Jerusalem) | 08-01-2007 | 31-03-2008 |
| Zoology | Lecturer | JACKSON, Andrew, Ph.D. (Glas.), B.A. (Dubl.) | 01-07-2007 | Permanent |
| Zoology | Research Fellow | EKALA, Marie-Therese, M.A., Ph.D. (University of Pierre & Marie Curie) | 01-05-2007 | 01-05-2009 |
| Zoology | Lecturer | WRIDE, Michael, B.Sc. (S'ton.), Ph.D. (Alta.) | 01-10-2007 | Permanent |

Appendix 2 to Minute BD/06-07/281

Research Fellows converted to Contracts of Indefinite Duration in compliance with the Protection of Employees (Fixed-Term Work) Act, 2003 (see Actum CL/06-07/164 of 9 May 2007)

| Department | Post | Name and Qualifications | Start date | Termination date (if contract) |
|-------------------|-----------------|---|-------------------|---|
| Genetics | Research Fellow | MC NALLY, Niamh, B.A., Ph.D. (Dubl.) | 01-01-2007 | Indefinite duration |
| Zoology | Research Fellow | HILLEBRAND, Jens, Dr.Phil., Dip. (Mün.) | 04-04-2007 | Indefinite duration |

Incorporating any amendments approved at subsequent Board meetings

Appendix 3 to Minute BD/06-07/305

| Department | Post | Name and Qualifications | Start date | Termination date (if contract) |
|--------------------------------|--|---|------------|-----------------------------------|
| Centre for Learning Technology | Manager – National Digital Learning Repository | BRUEN, Catherine, B.A. (N.U.I.), M.Sc., M.Litt. (Dubl.) | 01-05-2007 | 30-04-2008 |
| Director of Buildings Office | Fire / Safety Officer | FLYNN, Karl, Cert. in Food Hygiene, Cert. in Occupational Health & Safety (D.I.T.), Dip. in Management & Industrial Relations (H.E.T.A.C.), Dip. in Safety, Health & Welfare at Work (N.U.I.) | 18-06-2007 | Permanent |
| Law | School Administrator | FINNEGAN, Catherine, B.A., Dip. in Economic Science (N.U.I.) | 23-05-2007 | Permanent |
| Library | Head of Digital Resources & Imaging Services | KEEFE, Timothy, B.A. (Maine College of Art), M.B.A. (St. John Fisher College) | 01-06-2007 | 31-05-2010 |
| Student Counselling Service | Administrative Officer (Half-time) | KERNAN, Sandra, Dip. in Advanced Computer Programming (Dubl.), M.Sc. (D.I.T.) | 23-04-2007 | 22-10-2007 |