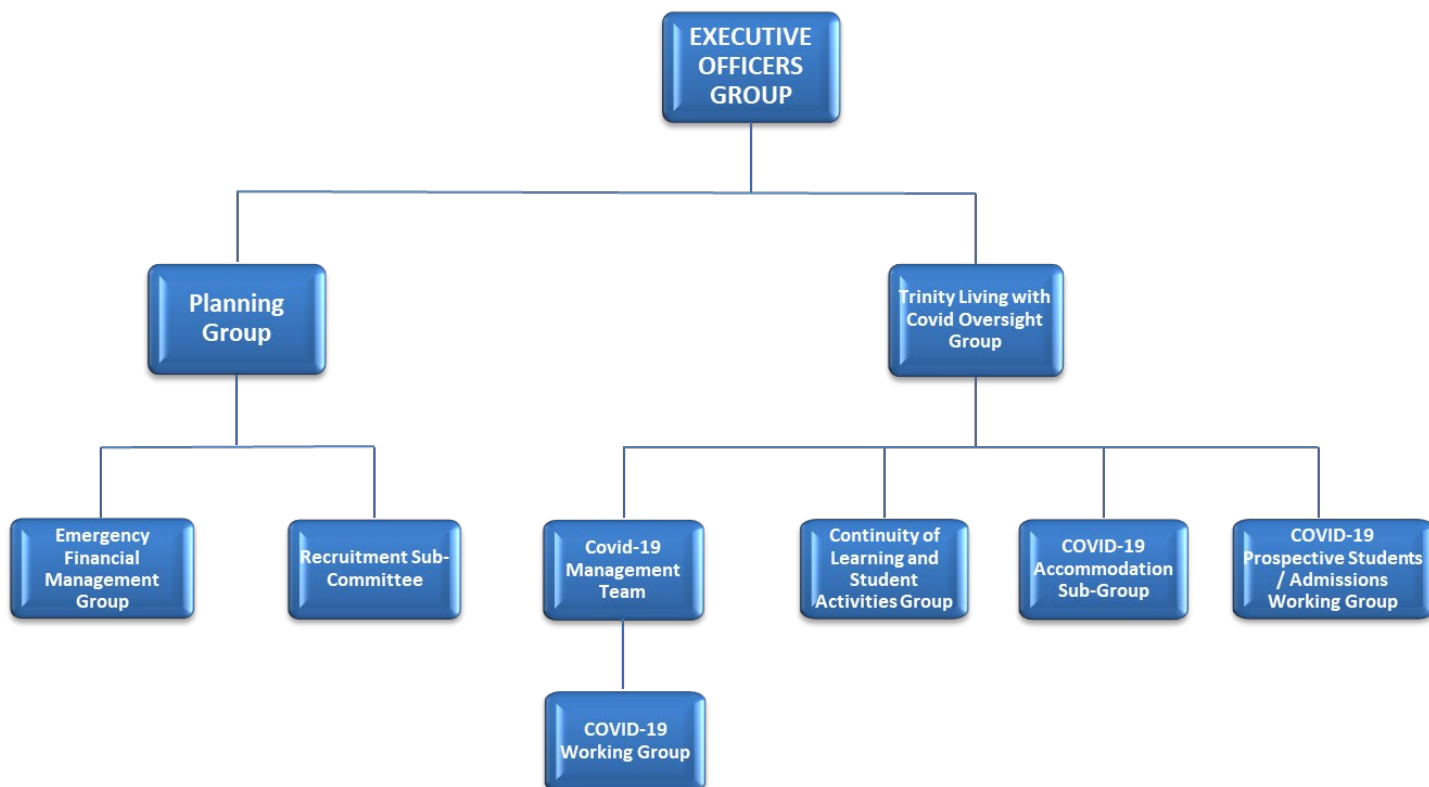




COVID-19 MANAGEMENT AND GOVERNANCE STRUCTURES

Reviewed and Updated, February 2021



- **Emergency Financial Management Group (Reports to Planning Group)**

Chair: Vice-Provost/Chief Academic Officer

The overall objective of this group is to develop implementation plans to address the financial impacts of Covid-19 on University revenues, costs and cashflow.

See **Appendix 1** for Terms of Reference.

- **Recruitment Sub-Committee (Reports to Planning Group)**

Chair: Vice-Provost/Chief Academic Officer

This sub-committee was established to make decisions on recruitment and staffing, in the context of the decision of EOG (EOG, 14 April 2020) that a hiring freeze would be put in place with immediate effect with a process in place to approve limited exceptions.

See **Appendix 2** for Terms of Reference.

- **Trinity Living with Covid Oversight Group (Reports to EOG)**

Chair: Provost; Sponsor: Secretary to the College

The purpose of this group is to ensure that Trinity continues to deliver its research and educational activities, supported by the necessary operational infrastructure, for the duration of the 2020/21 academic year. This group is addressing how the University responds to any changes to the current restrictions under the Government's *National Framework for Living with COVID-19*. It also has a particular focus on student wellbeing.

See **Appendix 3** for Terms of Reference.

Sub-Group – Continuity of Learning and Student Activities Working Group (Reports to TLC Oversight Group)

Chair: Vice-Provost/Chief Academic Officer

The purpose of this Working Group is to oversee ongoing teaching and learning activities, including extra-curricular learning activities that are integral to a Trinity Education. The remit extends to student teaching and learning activities both on and off campus during both semesters of the 2020/21 academic year.

See **Appendix 4** for Terms of Reference.

Sub-Group - Covid-19 Accommodation Sub-Group (Reports to TLC Oversight Group)

Chair: Head of Accommodation

The purpose of this sub-group is to oversee and advise College on developments in College accommodation arising as a result of the Covid-19 pandemic.

See **Appendix 5** for Terms of Reference.

Sub-Group – COVID-19 Prospective Students / Admissions Working Group (Reports to TLC Oversight Group)

Chair: Vice-President for Global Relations

The purpose of this sub-group is to track the impact of the Coronavirus on projected growth in prospective student numbers and revenue for Academic year 2020/21 outlined in GRSIII and other business plans.

See **Appendix 6** for Terms of Reference.

Sub-Group – Covid-19 Management Team (Reports to TLC Oversight Group)

Chair: Secretary to the College

The purpose of this sub-group is to ensure that the operational infrastructure necessary to support the university's research and educational activities remains in place.

See **Appendix 7** for Terms of Reference.

Sub-Group - COVID-19 Working Group (Reports to Covid-19 Management Team)

Chair: Secretary to the College

The purpose of this Working Group is for the sharing of information.

See **Appendix 8** for Terms of Reference.

APPENDIX 1

EMERGENCY FINANCIAL MANAGEMENT GROUP - TERMS OF REFERENCE

Emergency Financial Management Group Membership

Vice-Provost/Chief Academic Officer

Chief Financial Officer

Chief Operating Officer

With support from ASD, FSD and CSD teams, including Shumane Cleary, Louise Ryan, Keith Creedon, Paul Coote and Eimear Farrell) along with the Vice-President for Global Relations and Dr. Fiona Killard (on behalf of the Dean of Research).

- 1) Reports to the Planning Group
- 2) Conducts an ongoing analysis of potential losses:
 - a. Of State grants
 - b. Of fees along all fee lines
 - i. EU UG
 - ii. EU PG
 - iii. Non-EU UG
 - iv. Non-EU PG
 - v. Other (visiting, etc...)
 - vi. Online (broken out as a new line for the first time)
 - c. Of Commercial Revenue
 - i. Old Library
 - ii. Accommodation
 - iii. Catering
 - iv. Property
 - v. Other
 - d. Of Research funding and Overhead (including impact of delays) –
 - e. Of donations/philanthropy.
 - f. Of income from Investments/ Endowment fund
 - g. Of additional costs arising from the Covid-19 crisis, including WFH supports
- 3) Monitors data and trends in students' applications and assesses the impact on College finances
- 4) Conducts analyses of what needs to be done on each line of the above to mitigate losses from current activities
- 5) Reviews cashflow and liquidity projections and financing options where appropriate
 - a. Monthly cashflow projections for next 18 months, stress tested for range of Covid-19 financial impacts
- 6) Proposes new revenue-generating activities

- 7) Seeks ongoing operating cost savings and efficiencies
 - a. Review activities that can be discontinued
 - b. Monitors the implementation of the 2021 emergency budget
 - c. Considers need for and prepares future year emergency budgets/measures in light of continuing pandemic
 - d. Makes recommendations on future faculty promotions

- 8) Reviews Capital Projects and Costs
 - a. Identify further savings/ deferrals and cancellations to conserve cash
 - b. Proposal that this is led by CRG chaired by Bursar

- 9) Assesses Change Management Opportunities (COO-lead workstream)
 - a. Review of operating model
 - b. Potential for transformation across the University
 - c. Opportunities to increase online working
 - d. Process re-engineering
 - e. Digital technology, flexibility and remote working

- 10) Proposes distribution model for government Covid emergency funding

- 11) Revises Trinity Strategic Plan 2020-2025
 - a. Proposes revised goals, targets, actions and timelines in light of Covid-19 impact
 - b. Revises 5-year financial model underpinning the Plan in light of financial impact of Covid-19

Reports to Planning Group, Finance Committee (as part of Quarterly packs) and Board.

APPENDIX 2

RECRUITMENT SUB-COMMITTEE - TERMS OF REFERENCE

Committee Name and rationale

The Recruitment Sub-Committee is an *ad-hoc* committee to make decisions on recruitment and staffing in the context of the decision of Executive Officers Group to freeze all further recruitment within the College (EOG, 14 April 2020), except for where a strong business case is accepted. This decision was made in order to address the financial challenges arising from the Covid-19 Coronavirus.

Purpose

The Sub-Committee will ensure that the university is focusing its valuable limited resources where they are needed most.

Staffing requests will be reviewed by this Sub-Committee and decisions will then be made on whether or not to progress at this time.

Recruitment of research staff will be approved where a dedicated external funding source exists.

Other recruitment will only be approved where a post is deemed of critical strategic importance to the University and a business case demonstrating the strategic contribution of the post is provided. Approval will be the exception.

Scope

In scope: The Sub-Committee will be a one-stop-shop for all posts. Posts can only come to the Sub-Committee from a Faculty Dean or Chief Officer.

The Sub-Committee intends to delegate approval of all research staffing to the relevant Faculty Dean. A one-page business case is required for each item under consideration.

Out of scope: Posts already scheduled for interview with candidates invited will proceed. Professor Chair posts and Senior Administrative 1 posts will be approved by a committee chaired by the Provost and do not come under the remit of this Sub-Committee.

Authority

The Executive Officers Group decided on a freeze on all further recruitment within the College (EOG, 14 April 2020).

The Sub-Committee will assess each business case for recruitment and make the final decision.

Membership

Vice-Provost/Chief Academic Officer (Chair)

Dean of Research

Chief Financial Officer

Director of Human Resources

Secretary: Gwen Turner

To avoid conflict of interest, decisions on posts relating to units under the management of Sub-Committee members will be chaired by the Provost who will replace the respective Sub-Committee member for those decisions.

Meeting arrangements

Meetings will initially take place weekly to consider posts already in the pipeline that have not proceeded to interview, and thereafter fortnightly, or more frequently if required.

Reporting

The Subcommittee will report to Executive Officers Group via the Planning Group.

Review

The need for the Sub-Committee and the Terms of Reference were reviewed in October 2020.

Criteria

The Sub-Committee will evaluate posts using a range of criteria to inform the decision-making process. The business case for the post should address the following key points:

- **Context:**
 - Explain how the role fits into the existing structure in the area.
 - Could the role be covered by another staff member? If not, give detail.
 - Are there any activities that could be stood down or done differently to free up existing resources to do this role?
 - Is there any alternative role that could be suppressed to allow for this role to go ahead e.g. retirements, resignation, ceasing of fixed term contract?
- **Funding:**
 - How will the post be funded – state the specific source of funds for the post.
 - Is there any revenue-generating element that is directly attributable to this role? Is

there an indirect revenue-generating element?

Is the role directly funded by a research award or other external funding source?

Is the role directly funded by a specific revenue source that is solely directed for that post e.g. Senior Academic Leadership Initiative (SALI) award?

- Critical strategic importance:

Is the post of demonstrable critical strategic importance for the area, the programme, the project?

Is there a Governance/Statutory aspect applicable specifically to the role that is essential to the legal operation of the University?

Does this post have responsibility for leading a functional area?

APPENDIX 3

Trinity Living with Covid Oversight Group Terms of Reference

Context and purpose

Further to the decision of the 28th April 2020 meeting of Executive Officers Group (EOG), a Phased Resumption of Activities Group (PROAG) was established for the purpose of re-establishing full operational activity of the University culminating in the commencement of the teaching term on Monday 28th September 2020.

When that the work of PROAG had been completed, it was necessary to establish a new oversight group – the Trinity Living with Covid Oversight Group – for the purpose of ensuring that Trinity continues to deliver its research and educational activities, supported by the necessary operational infrastructure, for the duration of the 2020/21 academic year. This group will continue to address how the University responds to any changes to the current restrictions under the Government’s *National Framework for Living with COVID-19*. It will also have a particular focus on student wellbeing.

Membership

- Provost – Chair
- College Secretary – Project Sponsor and Chair of the Covid-19 Management Team
- Vice-Provost/Chief Academic Officer – Chair of Continuity of Learning and Student Activities Group
- Vice-President for Global Relations – Chair of the Prospective Students/Admissions Working Group
- SU President
- GSU President
- Staff Representative, David Grouse
- Dean of Research
- Dean of Graduate Studies
- Senior Lecturer/Dean of Undergraduate Studies
- Dean of Arts, Humanities and Social Sciences
- Dean of Science, Technology, Engineering and Mathematics
- Dean of Health Sciences
- Librarian and College Archivist
- Deputy Chief Financial Officer
- Director of Student Services

- Head of Accommodation – Chair of Covid-19 Accommodation Sub-Group
- Head of Safety
- Director of the College Health Service
- Director of Campus Infrastructure
- Director of HR
- Director of IT Services
- Director of Trinity Communications
- Head of Communications
- Chief Risk Officer
- Head of Facilities and Services
- Senior Tutor
- Director of Student Counselling (Acting)
- Project Manager, Secretary's Office

The membership and working of the group was reviewed in February 2021.

Meeting and Reporting

The Trinity Living with Covid Oversight Group reports to Executive Officers Group and will meet once a week. It will be supported by the Project Manager.

Responsibilities

To ensure that the University continues to operate, educating its students and continuing its essential research activities in line with public health measures and Government advice. This will incorporate the following:

- Make decisions as required, informed by recommendations from the Continuity of Learning and Student Activities Working Group, about the online and essential in person teaching activities (such as lab and practical classes, clinical skills classes, creative practice or other formative experiential components) being delivered in line with public health measures.
- Consider proposals and recommendations for supports for the wellbeing of students (including international students) and staff.
- Receive updates on the management of the campus student residences and student residences in Trinity Hall, Dartry, being mindful of the wellbeing of students while ensuring that they adhere to the public health guidelines.
- Communicate effectively and in a timely manner to staff and students about any changes in light of new restrictions imposed by the Government, provide continued reassurance, and remind staff and students of the public health measures in place (hand washing, face coverings, cough etiquette, etc.)

- Make decisions and provide guidance to the Librarian and College Archivist regarding the Libraries, with the aim of keeping them open while ensuring that they adhere to the public health guidelines.
- Make decisions as required, informed by recommendations from the Dean of Research or Associate Deans of Research, about the continuation of essential research on campus in line with public health measures.
- Make decisions as required and receive updates from the Covid-19 Management Team on the maintenance of all essential operational activities required to support in person activities on campus and to keep the university operating.
- Deal with any Covid-19 related issues that may arise that impact the University as appropriate.

Interdependencies

The following Sub-groups will report into the Trinity Living with Covid Oversight Group:

- Continuity of Learning and Student Activities Working Group
- Covid-19 Management Team
- Covid-19 Accommodation Sub-group
- Covid-19 Prospective Students/Admissions Working Group.

The Group will also receive updates as required from the various working groups established that are addressing the ongoing issues arising as a result of Covid-19, including the Emergency Financial Management Group.

February, 2021

APPENDIX 4

CONTINUITY OF LEARNING AND STUDENT ACTIVITIES WORKING GROUP – TERMS OF REFERENCE

Context and purpose

Further to the decision of the 28th April 2020 meeting of Executive Officers Group, a Phased Resumption of Activities Group (PROAG) was established to address various planning scenarios to ensure academic and social continuity in the campus for over the Summer months and into the 2020/21 academic year. One of the tasks agreed by this group was the establishment of a Resumption of Teaching Working Group that had the responsibility for planning and implementing the resumption of all teaching and learning activities (UG and PG) on campus. Now that the work of that group has been completed with the resumption of the academic year, it is necessary to establish a new working group that will oversee ongoing teaching and learning activities, including extracurricular learning activities that are integral to a Trinity Education. The remit extends to student teaching and learning activities both on and off campus during the two semesters. The working group will pick up issues as they emerge, and report to Trinity Living with Covid Oversight Group. This group will *inter alia* address ongoing adjustments to the delivery modes for teaching and learning and how College responds to any changes to the current restrictions under the Government's *National Framework for Living with COVID-19* status in Dublin universities, and make recommendations to PROAG.

Membership

- Vice-Provost/Chief Academic Officer – Chair
- Manager, Academic Services Division - Sponsor
- Project Manager, Secretary's Office
- Dean of Students
- Senior Lecturer/Dean of Undergraduate Studies
- Dean of Graduate Studies
- Faculty nominees (the aim is to have one member per Faculty who can report back to the Faculty Dean on the overall work of the group):
 - Technical staff member (nominated by the VP/CAO in consultation with the Faculty Dean of FEMS) – Dr Audrey Carroll
 - Head of School member (nominated by the VP/CAO in consultation with the Faculty Dean of Health Sciences – Professor Brian O'Connell
 - School Manager member (nominated by the VP/CAO in consultation with the Faculty Dean of FAHSS) – Ms Olive Donnelly
- SU Education Officer
- GSU President
- Chair of IFUT or nominee
- Associate Dean of Undergraduate Science Education
- Associate Dean of Undergraduate Common Architecture
- Director of Student Services

- Research and User Experience, Library

The membership and working of the group will be reviewed in December 2020.

Meeting and Reporting

The Continuity of Learning and Student Activities Working Group will be a sub-group of the Trinity Living with Covid Oversight Group, which reports to Executive Officers Group, and will meet once a week on Fridays at 1000.

Responsibilities

Identify, address and resolve any issues experienced in the ongoing provision of as much face-to-face teaching as possible for all undergraduate and postgraduate programmes and any issues arising from the use of online and hybrid teaching modes of delivery. These issues will include but are not limited to:

- Balance between face-to-face and online provision
- The quality of online provision
- Hybrid teaching provision
- Access for students studying remotely
- Timetabling issues
- Room capacities and availabilities
- Campus capacity
- Coordination matters for TJH/TSM and other shared courses
- Examination modalities
- Semester 2 teaching modalities
- Protocols for the management of campus teaching spaces and overall capacity
- Recommendations on use of PPE for teaching and related activities
- Issues relating to recording of student attendance
- Issues relating to laboratories, placements, clinical placements and fieldwork for students
- Issues relating to supervision of capstone projects and PhD/thesis students and laboratory access
- Other issues relevant to teaching and the student experience

Interdependencies

The Working Group will need to interact closely with the various working groups established that are addressing the ongoing re-opening of the campus for staff and students alike in order to ensure that there are no areas of overlap and that functions and tasks are not being duplicated. These include but are not limited to the Trinity Futures Group, the Emergency Financial Management Group, and the Trinity Living with Covid Oversight Group (whom this working group reports to).

The Academic Committees of the University Council continue in their policy-making role and decision-making according to their Terms of Reference. For avoidance of doubt, these committees do not have a role in the management of issues arising due to the pandemic. If issues of policy do arise, the relevant College Officer will bring such matters to the committee.

Timelines

The Ongoing Teaching Working Group held its first meeting on Friday, 2nd October 2020 from 0900 to 1000.

APPENDIX 5

COVID-19 ACCOMMODATION SUB-GROUP - TERMS OF REFERENCE

The COVID-19 Accommodation Sub-Group was initially set up to assess and track the impact of the coronavirus on Trinity College Dublin's owned and leased accommodation in Trinity Hall, the main College campus, Kavanagh Court and Binary Hub. The Group oversees and advises College on developments in College accommodation arising as a result of the Covid-19 pandemic. One of the priorities of the Group has been to protect and assess the well-being and health of students in residence. The Group will also focus on the medium-long-term impact on accommodation, of the pandemic particularly in relation to current and prospective students. Presently the Group is chaired by the Head of Accommodation.

Membership of the Group will include but shall not be limited to: Warden of Trinity Hall; Head of Accommodation; Registrar of Chambers; Accommodation Officer, Trinity Hall; Head of Facilities and Services or designate; One representative of Global Relations, One representative of the Junior Dean, President of GSU or their nominee, Presidents of SU or their nominee.

The Group will:

- Meet on a fortnightly basis or as required to confirm actions and track progress.
- Report on students in residence, including numbers of students in various locations and their wellbeing
- Report to the Trinity Living with COVID Oversight Group
- Identify the impact of COVID-19 on accommodation application numbers and assess timelines and grace periods for applications.
- Consider and contribute to communications being sent to students with accommodation implications or dimensions.
- Consider requests for use of College Accommodation in support of the national response to the COVID-19 crisis
- Scenario planning – examining the medium to long-term impacts of the pandemic situation on current and prospective students.

APPENDIX 6

COVID-19 PROSPECTIVE STUDENTS / ADMISSIONS WORKING GROUP

The role of this group is to track the impact of the Coronavirus on projected growth in prospective student numbers and revenue for Academic year 2020/21 outlined in GRSIII and other business plans.

The group will track and highlight data related to changes in admissions numbers; develop plans for a flexible approach within the terms of admissions policy to support students seeking to meet entry requirements; ensure rapid response in decision making on applications and student queries; develop a proactive internal and external communications strategy related to admissions with clear guidelines for both incoming students and staff.

The Covid-19 Prospective Students/Admissions Working Group will be chaired by the VPGR.

Members of the Group should include:

- VPGR
- Dean of Graduate Studies
- Senior Lecturer
- Associate Director - Student Recruitment/Director of Internationalisation
- Head of Operations, Academic Registry
- Head of Services, Academic Registry
- Applications and admissions lead, Academic Registry
- E3 Business Development Manager
- Business School
- Head of School of Linguistics (CELLT)
- SU President
- GSU President

The Associate Director - student recruitment will act as secretary to the group.

The Sub-group will:

- Meet on a weekly basis to confirm actions and track progress
- Report to the Trinity Living with Covid Oversight Group on a weekly basis
- Review AR admissions reports to identify impact on application numbers (withdrawals, deferrals etc), confirm steps taken to engage with students pending application documents and other admissions challenges, track decision making times on applications and agree actions to address any delays

- Update on revisions to implementation of student recruitment strategy
- Report on service queries related to admissions coming from students and Trinity staff to Academic Registry, GRO and Schools and steps being taken to respond
- Report on targeted communications being sent out to students.

APPENDIX 7

COVID-19 MANAGEMENT TEAM – TERMS OF REFERENCE

Context and purpose

The Trinity College Dublin Emergency Management Team (MEMT) was invoked by the Provost to manage and provide direction and support to all areas of the University during the emergency situation presented by the outbreak of the pandemic in March 2020.

Given that the necessary protocols, policies and procedures have been put in place that ensure that the university is operational and is continuing to deliver its research and educational activities, the situation is no longer deemed to be an emergency. It is necessary therefore to establish a new group, the Covid-19 Management Team, that will ensure that the operational infrastructure necessary to support the university's research and educational activities remains in place. It will also address how the University responds to any changes to the current restrictions under the Government's *National Framework for Living with COVID-19* and will bring forward any recommendations for decision to the Trinity Living with Covid Oversight Group.

Membership

- College Secretary – Chair
- Deputy Librarian
- Director of Student Services
- Head of Accommodation
- Head of Safety
- Director of the College Health Service
- Dean of Health Sciences
- Director of Campus Infrastructure
- HR Representative (Mary Leahy)
- Director of IT Services
- Head of Communications
- Chief Risk Officer
- Head of Facilities and Services
- Warden of Trinity Hall
- Registrar of Chambers
- Staff Representative
- SU President
- GSU President

- Director of Internationalisation
- Project Manager, Secretary's Office

The membership and working of the group will be reviewed in January 2021. Other members or independent experts can be asked to attend for all or part of meetings as required.

Meeting and Reporting

The Covid-19 Management Team reports to the Trinity Living with Covid Oversight Group and will meet once a week. It will be supported by the Project Manager.

Responsibilities

To ensure that the University continues to operate, supporting the delivery of its research and teaching activities, in line with public health measures and Government advice. This will incorporate the following:

- To ensure the continued maintenance of all essential operational activities and services required to support research and teaching activities on campus and to keep the university operating.
- To continually identify and assess the emerging or developing risks associated with the pandemic or those that present themselves as part of business continuity across the University.
- To receive updates from the Director of the College Health Service on the current status of Covid-19 and its impact nationally, on Dublin and on Trinity.
- To receive updates on student residences on campus and in Trinity Hall, Dartry.
- To consider any Covid-19 related operational issues that may arise that impact the University as appropriate.
- To recommend to the Trinity Living with Covid Oversight Group specific requests, actions or proposals for decision.
- To recommend specific communications to the Trinity Living with Covid Oversight Group to ensure continuity of communication across the University community.
- To liaise as appropriate with other universities and external bodies.

Interdependencies

The Covid-19 Working Group will report into the Covid-19 Management Team.

APPENDIX 8

COVID-19 WORKING GROUP - TERMS OF REFERENCE

- The Group reports to the Covid-19 Management Team and updates that Team on its activities.
- The Group shall meet every two weeks, or at different intervals by agreement of the Group.
- The purpose of the Group is to consider issues and develop proposals and guidance to facilitate the on-going activities of the University during restrictions and to make decisions as appropriate to allow for alternative methods of delivery and working to be put in place or to escalate such issues/decisions as appropriate to the Covid-19 Management Team or the Provost. The Group may also issue guidance in respect of travel and overseas activity.
- This is done in accordance with Guidelines and advice issued by the Government, the World Health Organisation and by the College Health Service and other appropriate experts.
- The Group shall exercise its best judgement in making decisions that prioritizes health and safety of staff, students, and visitors during the restrictions and in planning to get the university back up and running.
- The Group will issue guidelines and general communications about its work to relevant colleagues as appropriate and/or recommend that such guidelines/communications be issued from elsewhere in the university.
- The Group will co-ordinate as appropriate with other universities, DES, HEA, HSE and other appropriate bodies.

Membership

Mr John Coman (Chair)	Secretary to the College
Professor Aidan Seery	Senior Tutor
Professor Jürgen Barkhoff	Vice-Provost / CAO
Ms Katharine Murray	College Safety Officer
Ms Julia Carmichael	Chief Risk Officer
Professor Lorna Carson	Trinity Centre for Asian Studies
Mr David Marley	Campus Services Manager
Mr Mike Clark	Director of Campus Infrastructure
Dr David McGrath	Director of College Health Service

Mr Peter Hynes	Head of Business Support & Planning (AR)
Ms Laura Beston	President of TCD SU
Ms Shaz Oye	President of TCD GSU
Dr Roja Fazaeli	Warden of Trinity Hall
Ms Hazel Kinmonth	Residential Administrator, Accommodation
Ms Louise Staunton	International Student Experience & Global Officer Co-Ordinator
Professor Kevin Mitchell	Senior Lecturer/Dean of Undergraduate Studies
Ms Sally-Anne Fisher	Head of Communications
Ms Natalia Czachowicz	Residential Operations, Accommodation
Professor Philip Coleman	Registrar of Chambers
Ms Jessie Shearer Kurtz	Deputy Librarian
Ms Mary Leahy	Employee Relations, Human Resources
Mr Matthew Dossett	Deputy Head of Sport and Recreation
Professor John Gormley	Professor in Physiotherapy
Ms Fedelma McNamara	Director of Internationalisation
Dr Clodagh Brook	Associate Vice-Provost for Equality, Diversity and Inclusion
Professor Nigel John Stevenson	Assistant Professor in Immunology
Ms Louise Ryan	Deputy Chief Financial Officer
Professor Neville Cox	Dean of Graduate Studies
Ms Michelle Tanner	Head of Sport and Recreation
Mr Patrick Magee	Director of IT Services
Ms Helen Shenton	Librarian and College Archivist
Mr Peter Dudley	Sub Librarian
Professor Kingston Mills	Professor of Biochemistry
Professor Thomas Rogers	Head of Clinical Microbiology
Professor Catherine Darker	Head of Public Health and Primary Care
Professor Colm Bergin	Professor in Clinical Medicine
Mr Lee Campbell	CSC Chair
Ms Liane Donnelly	Head of Central Events
Mr Neal Murphy	Director of Accommodation
Dr Declan Weldon	Deputy Director and Head of OCPKE
Ms Patricia Murphy	Acting Director, Student Counselling
Mr Brendan Leahy	Head of Facilities and Services
Ms Lee Mills	Head of Central & Distributed Support, IT Services
Professor Orla Sheils	Dean of Health Sciences

Ms Leona Coady	Director of Academic Registry
Professor Juliette Hussey	Vice President for Global Relations
Mr James Palmer	Chief Risk Office Manager
Mr Tom Molloy	Director of Public Affairs & Communications
Ms Sharon Campbell	Deputy Head of Communications
Ms Breda Walls	Director of Student Services
Ms Ciara O'Shea	Media Relations Officer Public Affairs & Communications
Mr Tony Keohane	Commercial Revenue Unit
Ms Moira Bailey	Premises Services Manager
Mr Martin McAndrew	Postgraduate Support Officer, Senior Tutor's Office
Ms Annemarie Naughton	Student Counselling Service
Dr Fiona Killard	Dean of Research Office
Mr Pat McDonnell	Head of Estates Strategy
Mr Kevin Sullivan	Deputy Warden, Trinity Hall
Ms Anne-Marie Looney	Accommodation Manager, Trinity Hall
Dr David McGrath	Director of College Health Service

The Group may invite other colleagues to attend for all or part of its meetings.