

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 17 December 2003

- Present* Provost (Dr J Hegarty), Vice-Provost (Dr J B Grimson), Registrar (Mr R A Stalley), Bursar (Dr J W O'Hagan), Senior Lecturer (Dr S M Greene), Dr S P A Allwright, Mr B Connolly, Mr M Dowling, Dr L E Doyle, Dr S Duffy, Dr J A Fitzpatrick, Ms H Fychan, Ms A-M Gatling, Dr H Gibbons, Mr H Kearns, Ms M Leahy, Dr J G Lunney, Mr M Miley, Dr J C Sexton, Dr F Shevlin, Ms E K Stokes, Dr T T West, Dr D L Weaire.
- Apologies* Dr C Horn, Dr J M Mossman, Dr A N M Ní Chasaide, Mrs J O'Hara.
- In attendance*
- (ex officio)* Secretary, Treasurer, Assistant Secretary.
- (by invitation)* Mr D Kingston, Chairman of the Audit Committee and the Internal Auditor, Mr F Sheeran, for item 4/107.

The Board extended its thanks to Dr Mossman, who has resigned from College, for her contribution to the Board during her term of office and wished her every success in her new appointment.

- 4/97 Financial Situation 2004 (see Minute 3/74 of 26 November 2003)** The Provost advised Board that the impacts of the real reduction in the government grant for 2004 would be more severe than those experienced at any other time in the recent past and that the decisions made by the Board at its previous meeting had been necessary despite the difficulty their implementation poses for the College as a whole. The Board noted Dr Weaire's request from the Science Faculty Executive that the Board reconsider its decision in relation to unspent *cista communis* departmental reserves, noting that the implementation of this decision could lead to inequalities between departments. The Board also noted concerns expressed by a number of Board members about the apparent lack of clarity as to what was defined as *cista communis* funding and the impact which the removal of these funds from departments would have on the morale of staff, some of whom have generated such funds from extramural activities. The Board also noted concerns which were expressed by a number of Board members about the speed with which the decisions in relation to the financial cuts had been made and the lack of consultation with relevant Principal Committees, departments and the student body.

The Board noted the support of a number of Board members for the decisions taken at the previous meeting, who, in the course of a long discussion, noted that no viable alternatives to the proposals had been presented and that, while the implementation of the decisions in relation to unspent departmental reserves would undoubtedly change the spending behaviour of departments in the future, the College had no choice but to withdraw unspent reserves from departments in order to address the short-fall in funding for the current year. It was also pointed out that the concern about large and rising unspent balances had been discussed at the Finance Committee and Board many times in the past, particularly in the last two years.

The Board noted that there will be discussions between CHIU and the Minister for Education and Science to try and redress the present difficulties and to secure additional funds for the payment of Benchmarking and Sustaining Progress pay awards for which specific provision has not been made in the 2004 funding for the sector.

The Bursar advised Board that the Emergency Fund, approved by Board, would be used to address specific difficulties which have arisen as a result of the implementation of the financial plan for 2004; the Board agreed that transparent mechanisms should be applied in the disbursement of this fund.

In response to a number of the issues raised, the Senior Lecturer advised Board that the service areas in College have already been subjected to severe cuts in budgets and that the Executive Officers had considered all other options before presenting proposals to Board, noting that consultation had taken place with all College Officers, Deans and Heads of administrative functions. The Senior Lecturer invited Board's attention to the need to ensure that funding for the current year is secure before planning for the future. The Senior Lecturer also invited Board's attention to the need to address the financial difficulties at the level of the College as a whole rather than from the perspective of individual departments or areas.

The Board noted the comments of the students' representatives in relation to the need to consult with students and to involve students more fully in discussions concerning the financial future of the College. The Board also noted the students' concerns at the reduction in funding for services and, in response to a query from Ms Gatling, the Senior Lecturer advised Board that the agreed cut of €1m in service areas' budgets was required to meet the shortfall remaining after departmental reserves had been reclaimed.

The Treasurer advised Board that staff in her office would provide whatever clarification was required in relation to the implementation of the Board's decisions. In response to a query, the Treasurer advised Board that individual administrative and service areas would be advised of their final budgets for 2004 in due course.

The Treasurer also advised Board that formal notification of the 2004 allocation had been received from the HEA which confirmed that the College would receive virtually the same cash amount as it had received in 2003 from which all pay awards were to be paid. The Board noted that the College had been formally advised of the forthcoming review which would analyse the College's debts, assets, reserves and pension funds, noting that the review was likely to take place during January 2004. In response to a query, the Treasurer advised Board that all avenues for consultation and discussion were being explored with the HEA and the Department of Education and Science at an institutional and sectoral level.

Noting the reservations expressed by a number of members, the Board agreed to proceed with the implementation of the decisions taken on 26 November 2003 in relation to the 2004 financial situation. The student representatives and Dr Duffy dissented.

4/98 Financial Situation and Agenda for Change The Provost invited Board's attention to a memorandum, dated 10 December 2003, which had been circulated, outlining proposals for the implementation of the financial plans for 2003/04 and an agenda for change.

The Provost invited Board's attention to proposals for the implementation of the financial plan for 2003/2004 whereby the Unit Cost Management Working Party (UCMWP) would be reconstituted to form a Resource Management Working Group which, in addition to maintaining the functions of the UCMWP, would address other resourcing issues. The Board approved the following terms of reference for the Working Group:

Incorporating any amendments approved at subsequent Board meetings

- (i) to interpret unit cost data and advise Board on actions necessary to ensure that the College is not exposed in relation to its relative cost position;
- (ii) to monitor the implementation of any budgetary reductions and re-allocations as required by the Board;
- (iii) to develop and oversee a planning framework in relation to staffing and ensure the availability of appropriate information to Deans and Heads of Administrative Areas;
- (iv) to deal with issues arising from the implementation of any new Resource Allocation Model approved by the Board;
- (v) to monitor and review the application of the Resource Allocation Model and report back to Board;
- (vi) to advise Board on income generation and incentives;
- (vii) to advise Board on the desirable balance in relation to issues such as pay:non-pay, senior:junior ratios, and the top slice of funding versus the remainder of budget, and to monitor these and other targets as determined by Board.

The Board also approved the following membership for the Resource Management Working Group:

(ex officio members)

The Senior Lecturer (chair)
 The Vice-Provost
 The Bursar
 The College Secretary
 The Treasurer
 The Staff Secretary
 The Academic Secretary (secretary)

Other members

Three Elected Board Members
 one of whom should be a student
 representative
 Two Council Nominees, one of
 whom may be a Dean
 Professor C. Kearney

The Provost advised Board that the Executive Officers will be carrying out an exercise in January and February to identify what savings can be made in 2004/05 and that a report would be brought to Board before the end of Hilary Term.

The Provost invited Board's attention to the following elements of a proposed change agenda, noting in each case the person or group responsible for its implementation:

- (i) Development of a new resource allocation model including:
 - (a) Development of criteria that measure performance (Executive Officers);
 - (b) Development of an allocation model based on these criteria (Murray Group following consultation with Deans and Heads of areas);
 - (c) Space allocation model (Bursar and Site and Facilities Committee);
- (ii) Short-term rationalisation (Senior Lecturer);
- (iii) Outsourcing (Secretary to the College);
- (iv) Targeted reduction of staff numbers (Vice-Provost);
- (v) New sources of revenue:
 - (a) Expanding the number of non-EU fee-paying students (Registrar and Director of International Student Affairs);
 - (b) Generating a stream of income from assets (Bursar);
 - (c) Increasing research income (Provost, Dean of Research).

The Board also noted that ideas or suggestions on specific issues should be addressed to the Bursar or the Treasurer.

The Board agreed that a coherent media strategy should be an integral part of the agenda for the future and that the University's Senators and others should be briefed on the current financial situation.

Incorporating any amendments approved at subsequent Board meetings

The Board agreed that work should proceed to develop the proposals as presented and that consideration of issues and recommendations would be channelled through existing Committee structures to the Board for decision/approval in the normal way.

- 4/99 Minutes** The Minutes of the meeting held on 26 November 2003 were approved and signed subject to the following amendments:
- 3/69 Disciplinary Matter** The following text was added to the end of the minute on page 1: " the College, agreeing that the Secretary would convene the first meeting of the group as soon as he receives written legal advice on the matter."
- 3/74 Financial Situation 2004**
- (i) The phrase '*for financial savings*' was inserted into the first line of point (a), page 3 after the word '*targets*'.
 - (ii) The paragraph under the first point (j) on page 4 was re-worded to read: "In the ensuing discussion, the following issues were raised by student members of Board who expressed concern that they had not been consulted in the preparation of the document under consideration and who requested that the College Officers work with the Students' Union on issues which affect students:"
 - (iii) The following phrase was added to the end of point (a) on page 4: "this point was supported by a number of other Board members."
 - (iv) "*point 6*" in the second paragraph on page 5 was amended to read "*point (f), page 3*"
 - (v) "*point 3*" in line 5, paragraph 6 on page 5 was amended to read "*point (e), page 3*"
- 4/100 Matters Arising from the Minutes** A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes 4/101, 4/102, 4/103, 4/104, 4/105).
- 4/101 Disciplinary Matter (see Minute 3/69 of 26 November 2003)** The Secretary advised Board that legal advice was awaited in relation to the named staff member's possible reinstatement as a Fellow.
- 4/102 St Catherine's College of Education for Home Economics (see Minute 3/70 of 26 November 2003)** The Registrar advised Board that Trinity has received no formal information on the planned closure of St Catherine's College of Education, noting that it is understood that permanent staff will be made redundant or will be reasonably redeployed within the education sector. The Board noted that many of the staff currently employed in St Catherine's are on contracts and that it is likely that as student numbers shrink each year and as staff leave to seek other employment there could be difficulties in teaching the full curriculum and maintaining educational standards. The Registrar advised Board that it is planned to hold another meeting with the President of St Catherine's in January 2004 to discuss the effects of the closure.
- 4/103 School of Pharmacy – Accreditation of Course – Visitation by Pharmaceutical Society of Ireland (see Minute 3/77 of 26 November 2003)** In response to a query, the Secretary advised Board that a written plan of action would be submitted to the Pharmaceutical Society of Ireland by 20 December 2003, which if implemented, should ensure accreditation for the B.Sc (Pharm.) in March 2004.

Incorporating any amendments approved at subsequent Board meetings

- 4/104 Robert Emmet Bicentennial (see Minute 3/78 of 26 November 2003)** The Board approved Dr Duffy's proposal that the Ussher Lecture Theatre be re-named the Robert Emmet Theatre.
- 4/105 Staff Matters – Early Retirement (see Minute 3/93 of 26 November 2003)** The Board approved the extension of Ms Gillard's retirement date from 23 December to 31 December 2003.
- 4/106 Provost's Report** The Provost invited Board's attention to the following issues:
- (a) **Financial situation** The Board noted that there would be a meeting of the Heads of Universities and the Minister for Education and Science, that day, to discuss the impacts of the reduction in government funding on the sector.
 - (b) **Science Foundation Ireland** The Provost advised Board that SFI had awarded a grant of €21m (€11m for capital development and €10m to support research activities) to the College for the Centre for Research on Adaptive Nanostructures and Nanodevices (CRANN), noting that this was the first time SFI had supported capital development on this scale. The Board, noting that a proposal for the project's capital development would be presented to it for consideration in February 2004, agreed that it would invite the Centre's Principal Investigator to give a presentation on the project at a future meeting. In response to a query, the Provost advised Board that SFI would be contributing funding for overheads to the value of 30% of the total recurrent costs. The Board congratulated all those concerned for their success in securing this very significant research grant.
- 4/107 Audit Committee – Annual Report 2003** Mr Kingston, Chairman of the Audit Committee, and Mr Sheeran, the Internal Auditor, present by invitation, attended for this item. Mr Kingston invited Board's attention to the Audit Committee's Annual Report for 2003 which had been circulated. Mr Kingston advised Board that the Audit Committee's role is to advise on the management of key financial and operational risks, to evaluate the effectiveness of internal controls and to appraise Board on value for money issues.

The Board noted the Audit Committee's concerns in relation to the management of financial risk and the risk of not being able to maintain current levels of teaching, research and associated services arising from the recent cut in government funding. Mr Kingston advised Board that, in the Audit Committee's opinion, the main risk to the College in this regard arises from uncertainty in relation to funding, noting that the Audit Committee welcomes the Provost's intention to introduce a more strategic approach to the management of the College.

Mr Kingston invited Board's attention to the following key issues which had, *inter alia*, been considered by the Audit Committee during 2003:

- (i) **Review of governance structures:** The Board noted that the Working Group, of which Mr Kingston is chair and which comprises representatives of the Audit Committee, the Executive Officers Group and the Board, would present a report with recommendations for action to Board in Hilary Term.
- (ii) **Risk Management:** Mr Kingston advised Board that the Audit Committee is concerned with the management of risk at a high level within the College and that the Committee welcomes the procedures approved by Board at its meeting on 26 November 2003 for the integration of individual departmental risk assessments into a coordinated reporting of major risk issues to Board on an annual basis.
- (iii) **IT Security:** Mr Kingston invited Board's attention to the developments which have taken place to date to address IT security issues, noting that while significant progress has been made, the College is still exposed to major IT risks College-wide,

Incorporating any amendments approved at subsequent Board meetings

the resolution of which will require the full cooperation of all College staff working in conjunction with IS Services. The Board noted the Audit Committee's recommendation that, as the IT Security Officer's current contract will expire in April 2004, a proposal for the fulfilment of College's IT security function into the future should be developed as a matter of urgency.

- (iv) ***Haughton Institute:*** Mr Kingston advised Board that the Audit Committee is concerned that appropriate structures be put in place, which minimise risk exposure to the College arising from its participation in subsidiary and joint venture companies, noting that much work remains to be done to resolve out-standing issues in relation to the Haughton Institute.

Mr Kingston advised Board that in the view of the Audit Committee, the College's financial controls are well-managed, noting that this was a view also held by the new external auditors on completion of their first full audit.

Mr Kingston concluded by advising Board that, while it is not possible to provide the full range of internal audit services with the current level of resources, the Audit Committee's approach over the coming year will be to address key issues of concern at a high level and to advise the Board accordingly.

In response to a number of queries from Board members in relation to insurance-related risks, Mr Kingston advised Board that he would discuss the matter with the Treasurer and would refer any risk-related issues to the Audit Committee for consideration as part of the 2004 work programme.

The Board approved the proposed work programme for 2004 and thanked Mr Kingston, the Audit Committee and the Internal Auditor for their very significant work over the past year.

- 4/108 Elections to Board – Working Group's Report** The Secretary invited Board's attention to a memorandum, dated 10 December 2003, which had been circulated, presenting proposals in relation to the out-standing issues identified by the Board in its discussions on 22 October 2003 in relation to Board elections (minute 2/41 refers).

Following a brief discussion, the Board approved the following proposals which will be combined with those issues previously agreed to form a full set of regulations:

- (i) In 2005, after the completion of the term of office of the present Board, 44% of members will be elected for a period of five years and 56% for a period of three years.
- (ii) There will be one eight-seat constituency comprised solely of Fellows and one five-seat Non-Fellow Academic Staff constituency.
- (iii) All staff, including Research Fellows and Research Assistants, will be eligible for nomination and voting in Board elections if they have a whole-time contract of employment with the College of at least 24 months duration or have completed 24 months continuous, whole-time, employment with the College on the date the electoral register closes.
- (iv) There will be no change in the procedures for appointing external Board members.
- (v) If an elected Board member is unable, for whatever reason, to complete his/her term of office, he/she shall be replaced by the person who achieved the highest number of votes in the most recent Board election, without being elected, subject normally to overall constraints of gender and grade being met. If there had been no election held in that specific constituency in the most recent Board election or if there is no unsuccessful candidate available to replace the resigning Board member, or if gender and grade constraints are not met, the Provost, following consultation with the relevant constituency will nominate, for approval by Board, a replacement by co-option.

Incorporating any amendments approved at subsequent Board meetings

The Board, noting that proposals in relation to the election of Full Professors to Fellowship will be presented at a future meeting, approved the proposed regulations which will govern the elections to Board in 2005.

- 4/109 Acta of the University Council** The Board confirmed Acta of the University Council from its meetings of 3 December 2003 subject to further comment covering the following: 11/B, 11/D, 12/F.
- 4/110 Personnel and Appointments Committee (see Actum 11/B of 3 December 2003)** The Board approved the recommendations of the committee from 21 November 2003 (having approved the recommendations of 24 October 2003 at its meeting of 26 November 2003).
- 4/111 Nominations for Appointment Nominations for Appointment (see Actum 11/D of 3 December 2003)** The Board, on the recommendation of the University Council, approved the appointments as summarised in Appendices 1 and 2 to these Minutes.
- 4/112 Leave of Absence (see Actum 12/F of 3 December 2003)** The Board approved the following applications for leave of absence.
- (a) **Mechanical and Manufacturing Engineering** Dr K O'Kelly, Michaelmas term 2004 and Hilary term 2005;
 - (b) **Nursing and Midwifery**
 - (i) Mr R Redmond – Hilary term 2004;
 - (ii) Ms F Timmons – Trinity term 2004.
 - (c) **Business Studies** Dr M L Brennan, Hilary term 2004.
- 4/113 Senior Lecturer's Annual Report, 2002-03 (see Actum 9/C of 3 December 2003)** The Board agreed that there would be a full discussion on the Senior Lecturer's Annual Report 2002-03 at a future meeting.
- 4/114 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 the Second Summer Commencements and the Winter Commencements 2004.
- 4/115 Staffing Issues** Under Other Business the Vice-Provost advised Board that, as the Education Sector Performance Verification Group (ESPVG) had not been in a position to meet the deadline for reviewing reports submitted in accordance with the requirements of Sustaining Progress and Partnership agreements, notification had not yet been received by the College as to whether these awards could be paid in January 2004. The Board, noting with regret the possibility that the pay awards might not be paid in January, congratulated the College's Partnership Committee on meeting the very tight deadline for the submission of the College's report.

The Vice-Provost also invited the Board's attention to the extremely heavy administrative burden which will be placed on the Staff Office over the coming months to ensure compliance with the Protection of Employees (Part-Time Work) Act 2001, the Protection of Employees

Incorporating any amendments approved at subsequent Board meetings

(Fixed-Term Work) Act, 2003 Act and the recent equality ruling in relation to pensions for part-time staff.

4/116 Trinity Ball 2004 Under Other Business the Board agreed that the Trinity Ball would be held on 7 May 2004.

4/117 Working Group on Structures, Management and Systems Under Other Business the Board noted a memorandum from Professor J A Murray, Chair of the Working Group on Structures, Management and Systems which had been tabled outlining the Working Group's terms of reference and working arrangements.

4/118 Visitors (see Minute 2/43 of 22 October 2003) Under Other Business the Secretary advised Board that following a hearing of the case brought by a named student against the College, the Visitors upheld the decision of the Board, (Minute 2/43 of 22 October 2003 refers).

4/119 Amendment to Minute of Board meeting held on 22 October 2003 - Disciplinary Matter The Board approved the following amendment to Minute 2/36 of the Board meeting held on 22 October 2003: the phrase '*regarding false and malicious allegations*' was inserted after the term '*Senior Dean*' on line 4 of page 2.

4/120 Finance Committee

(a) **Minutes of the meeting of the Finance Committee held on 3 December 2003.** The Board noted and approved the minutes with particular reference to the following:

2004/34 Research – Framework Programme (FP6) The Board noted the Finance Committee's recommendations in relation to the administration of contracts funded under the Sixth Framework Programme, noting in particular the decision to distribute the 20% overhead between the College and the host department on a two-thirds:one-third basis instead of the 50:50 basis which had been in operation previously. The Bursar indicated that this was bringing policy in relation to this area into line with that for other research grants, pointing out that the 13.3% overhead now provided to cover the cost of support services in College was still well below what would be required on a full-cost basis. The Treasurer advised Board that FP6 has increased complexity in legal structures, auditing and reporting requirements which will have to be implemented by the Treasurer's Office and the Director of Innovation Services' staff, noting also that the increased share of the overhead makes no contribution to, and will fall far short of, the actual administration costs associated with the research programme. The Treasurer advised Board that, as the vast majority of coordinators have indicated that there would be no funding available for auditing, the Finance Committee was attempting to protect Principal Investigators from such costs and also from the costs associated with discontinuing projects after the first year review.

In the course of a long and detailed discussion of the proposal the following points were made by Board members:

Incorporating any amendments approved at subsequent Board meetings

- (i) College researchers have entered into negotiations on the basis of the previously agreed distribution of the overhead between College and the host department;
- (ii) the decision to change the policy has come too late, as the end of December 2003 is the deadline for the submission of proposals;
- (iii) host departments will incur an irreplaceable loss in relation to equipment purchases and refurbishment costs if the previous level of overhead is not provided;
- (iv) the Research Committee should have been given the opportunity to discuss the matter prior to it being referred to Board.

In response to the issues raised, the Bursar advised Board that the distribution of overheads income was primarily a financial matter, noting that unless the proposed distribution for FP6 overheads proceeds as planned, other activities in College will be subsidising FP6 research grants, noting that there are currently insufficient administrative resources to fulfil the EU's requirements in relation to FP6 grants. The Treasurer advised Board that the matter had been referred to the Finance Committee at the first available opportunity.

The Board, noting the difficulties which Principal Investigators and host departments may experience arising from the two-thirds:one-third distribution of the overhead, approved the proposal. Dr Fitzpatrick dissented.

- (b) **Pension Fund Supplementation** The Secretary invited Board's attention to a memorandum, dated 22 October 2003, which had been circulated, outlining the structure and funding of the College's pension scheme, current trends in retirement ages, financial reporting standards in relation to pension liabilities, stock market performance, the role of the pension scheme in the recruitment of staff, the impact of benchmarking and pay inflation on the pension scheme, unfunded pension liabilities, the impact of recent legislation on the College's pension commitments and matters for future consideration by the sector.

The Secretary advised Board that a model pension scheme for new staff is being developed at a sectoral level which will, in accordance with the Universities Act 1997, require the approval of the Minister for Education and Science and the Minister for Finance before it can be implemented. The Board noted that pay increases for pensions now add three times the percentage pay increase to the pension supplementation bill. The Secretary also invited Board's attention to the extensive pension transfer arrangements in the public sector which over time have resulted in a net additional cost to the Trinity pension fund. The Secretary advised Board that, subsequent to the decision of the Pension Fund Trustees in November 2002, no additional costs arising from early retirements could be borne by the pension fund. Costs arising from contractual commitments to staff in respect of early retirements in the years 2003 and 2004 will be of the order of €1.2m in total and these costs are being met from the *cista communis*.

The Treasurer invited Board's attention to the poor performance of the stock markets in recent years which, together with the increased liabilities on the pension fund, have put the fund under extreme pressure. The Board noted that significant increases in pay have major implications for pension liabilities and that post retirement pension increases have been historically funded by the State through supplementation via the State Grant, further noting that the College has been engaged in discussions with the HEA regarding the ongoing liability for pension supplementation.

The Board approved that the following actions continue to be pursued:

- (i) obtaining professional assistance to pursue discussions at whatever fora are necessary to bring clarity to the State's obligations in relation to pension matters in the context of all the legislative and historical facts and comparisons;
- (ii) seeking professional advice in order to make the relevant case to the State regarding the inadequacy of ongoing funding for the provision of future pensions;
- (iii) obtaining a full estimate at 30 September 2003 of the estimated deficit on the Pension Fund along with the estimate of actuarial implications of pension supplementation under FRS 17 which is due to be dealt with as part of the College's GAAP financial reporting;
- (iv) informing the HEA that the College considers Pension Supplementation to be a first call on the State Grant.

4/121 Site and Facilities Committee The Board noted the Minutes of the Site and Facilities Committee from its meeting of 2 December 2003 as circulated and approved the recommendations noting in particular:

- 7. **Space Charging** In response to a query, the Bursar advised Board that work had commenced, in consultation with the Treasurer and the Director of Buildings, on investigating the feasibility of introducing space charging in College, noting that this work would not cause any delay in the development of the College's resource allocation model.

In response to a query the Bursar advised Board that planning permission was being sought to continue to provide car parking facilities on the An Post site on Pearse Street.

4/122 Personnel and Appointments Committee The Board approved the recommendations from the Personnel and Appointments Committee from its meetings held on 12 and 16 December 2003 which had been tabled.

4/123 Administrative and Library Staff Review Committee Under Other Business the Board noted and approved the recommendations of the Administrative and Library Staff Review Committee tabled dated 12 December 2003. The recommendations take effect from 1 October 2003.

- (a) **Computer Science** Mr W O'Connor
- (b) **Staff Office** Ms M Duffy

4/124 Technical Staff Committee – 2003 Review Under Other Business the Board noted and approved the recommendations of the Technical Staff Committee tabled dated 15 December 2003. The recommendations take effect from 1 October 2003.

- (a) **Physics** Mr K Concannon
Mr P Flanagan
- (b) **Mechanical and Manufacturing Engineering** Mr G Byrne
- (c) **Biochemistry** Ms R Cleere
- (d) **IS Services** Mr M Murphy
- (e) **Botany** Mr G Doyle
- (f) **Chemistry** Ms D Delahunty
Mr E Tierney

Incorporating any amendments approved at subsequent Board meetings

(g) **Geography** Ms T Nolan

4/125 Strategic Plan – Implementation Due to the unavailability of time the Board agreed to defer discussion of the following Strategic Plan actions until its next meeting:

- (a) Research;
- (b) Developing Human Resources and Physical Infrastructure;
- (c) Governance and Stewardship of Resources.

4/126 Higher Degrees The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 25 November 2003.

4/127 Proctors' Lists for Winter Commencements The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 2 December 2003.

4/128 Sealings The Board noted:

- (a) **Enterprise Centre, Pearse Street – Memorandum of Rent Review** The Seal of the College was put in duplicate to a Memorandum of Rent Review on Unit 5.1 (Clíodhna Devitt). [20/11/03]
- (b) **Parsons, Phase 3** The Seal of the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin was put in duplicate to an Agreement and Conditions of Contract for Building Work and Piers Contracting Limited for Parsons, Phase 3. [24/11/03].

4/129 Bequests and Benefactions – Eda Sagarra Fund The Board noted and approved memorandum from the Treasurer, circulated 21 October 2003.

4/130 Prizes and other Awards

- (a) **Entrance Exhibitions** The Board noted and approved the Senior Lecturer's recommendation that the following students, having been upgraded in their Leaving Certificate results were now entitled to an Entrance Exhibition Award:
Thomas Rowley, 03574741
Valerie Flynn, 03422232
Neil Donnelly, 02011964
- (b) **Award of Medals in the School of Physic** The Board noted and approved memorandum from the Administrative Officer, Faculty of Health Sciences, circulated 8 December 2003;
- (c) **Financial Assistance Awards** The Board noted and approved memorandum from the Senior Tutor, circulated 9 December 2003.

4/131 Nominations for Appointment The Board approved nominations for appointment, as circulated (see Appendix 3 to these Minutes).

Incorporating any amendments approved at subsequent Board meetings

4/132 Implementation of the Freedom of Information Acts The Board noted and approved memorandum from the Provost, circulated 5 December 2003.

4/133 Committees – Central Fellowship Committee The Board noted that Dr M R Gale would replace Dr J M Mossman as one of the Fellows’ representatives on this committee.

4/134 Nominating Committees The Board noted the following memberships:

(a) **Lectureship in Music (permanent post)**

Dean of Art (Humanities)

Mr M Taylor

Dr M H Adams

Ms C Poulter

Professor H White (UCD)

(b) **Administrative Officer – Broad Curriculum (Senior Lecturer’s Area) (permanent post)**

Academic Secretary

Mr R Otway-Norwood

Ms E Hayes

4/135 Tutorship The Board noted and approved the Senior Tutor’s recommendation of Ms Carmel Grehan, Centre for Deaf Studies (half chamber) with effect from 1 January 2004.

Signed:

Date:

Appendix 1 to Minute 4/111

Nominations for Appointment (see Actum 11/D of 3 December 2003)

5 November 2003

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Biochemistry	Research Fellow	HAGA, Ismar R, BSc (Brazil); MSc (Brazil); Ph.D. (Lond.)	01.10.2003	31.07.2007
Bioengineering	Research Fellow	BYRNE, Elaine, BA (Dubl.); Ph.D. (Dund.)	27.10.2003	26.10.2005
Centre for Language and Communication Studies	Lecturer in Phonetics	WOGAN, John; BA (Mod.) (Dubl.), M.Phil (Dubl.)	01.10.2003	30.09.2004
Chemistry	Kinerton Lectureship	O'BRIEN, Matthew, BSc (York), Ph.D. (Manc.)	05.01.2004	30.10.2005
Clinical Medicine	Research Fellow	FORAN, Eilis; BSc (NUI), Ph.D. (NUI)	01.09.2003	31.08.2004
Clinical Medicine	Honorary Lecturer	O'SULLIVAN, Maria, Ph.D. (Dubl.); BSc (Dubl.)	01.09.2003	30.08.2006
Computer Science	Research Fellow	BARRON, John, BAI (Dubl.); BA (Dubl.); M.Sc (Dubl.)	01.10.2003	30.09.2004
Computer Science	Research Fellow	KENNY, Eamonn, BA (Dubl.); MSc (Dubl.)	01.10.2003	30.09.2007
Computer Science	Research Fellow	SENART, Aline, Ph.D. (DEA Informatique, Systemes et Communication) (Grenoble)	01.12.2003	30.11.2004
Electronic & Electrical Engineering	Part-time Lecturer	BATES, John; M.Phil. (Dubl.)	06.10.2003	05.10.2004
Electronic & Electrical Engineering	Research Associate	COMISKEY, Paul, BA (Dubl.) BAI (Dubl.) Ph.D. (Dubl.)	01.11.2003	30.10.2006
Electronic and Electrical Engineering	Part-time Lecturer	COSTELLO, Donnacha, BA (NUI)	06.10.2003	05.10.2004
Electronic and Electrical Engineering	Part-time Lecturer	DRUMM, Owen, BSc (Dubl.)	06.10.2003	05.10.2004
Electronic and Electrical Engineering	Part-time Lecturer	JOHNSTON, Fergus Joseph, BA (Dubl.); M.Phil (Dubl.)	06.10.2003	05.10.2004
Electronic and Electrical Engineering	Part-time Lecturer	MORIWAKI, Katherine; BA (California State University, Long Beach)	06.10.2003	05.10.2004
Electronic and Electrical Engineering	Part-time Lecturer	O'HANLON, Greg; M.Phil (Dubl.)	06.10.2003	05.10.2004
Electronic and Electrical Engineering	Part-time Lecturer	O'TOOLE, Larry, BA (Thames V.); Dip (Thames V.)	06.10.2003	05.10.2004

Incorporating any amendments approved at subsequent Board meetings

Electronic and Electrical Engineering	Research Fellow	PANOV, Petrovich Vitaly, Dip (MIPT); Ph.D. (Dubl.)	01.10.2003	30.09.2005
English	Research Associate	CLIFTON, Harry, BA, MA, HDip.Ed (NUI)	01.10.2003	30.09.2004
English	Research Fellow	GUEST, Clare Estelle Lapraik, BA (Oxon.); Grad Dip History of Art (Oxon) M.Phil (Dubl.), Ph.D. (Dubl.)	01.10.2003	31.09.2004
English	Research Fellow	MURPHY, Sharon, BA (NUI); MA (NUI), Ph.D. (Dubl.)	01.10.2003	30.09.2004
Genetics	Research Fellow	AMARANTE-MENDES, Gustavo BSc (Brazil) MSc (Brazil) Ph.D. (Brazil)	01.10.2003	31.07.2004
Geology	Research Fellow	DEVUYST, Francois Xavier; (Licence en Science University Catholique de Louvain-La-Neuve, DEC II Geophysics and Geochemistry, Université Libre De Bruxelles)	01.10.2003	30.09.2005
Germanic Studies	Dutch Lector	HUTTEN, Saskia, Licentiaat (Rijksuniversiteit Groningen)	20.09.2003	19.09.2004
Hebrew, Biblical & Theological Studies	Research Fellow	DEANE, David, BA (Dubl.); Ph.D. (Dubl.)	01.10.2003	30.09.2004
Hispanic Studies	Language Assistant	LABADI-GONZALEZ, Laura, BA (Salamanca, Spain); BA (Salamanca, Spain)	01.10.2003	31.05.2004
Irish School of Ecumenics	Temporary Lecturer Reconciliation Studies	HIGGINS, Gareth, BA (Belf.); Ph.D. (Belf.)	15.09.2003	14.08.2004
Law School	Part-time Lecturer	CALVANI, Terry, BA (New Mexico); JD (Cornell)	12.01.2004	30.09.2004
Law School	Part-time Lecturer	CARNEY, Thomas Francis, BA (NUI) LL.B. (NUI), LL.M. (Belg.), Solicitor (Law Society of Ireland)	29.09.2003	30.09.2004
Law School	Part-time Lecturer	CONNOLLY, Oliver J, MA LLB (Dubl.); Dip BS (NUI), Dip Arb (NUI); Dip Intl Arb (NUI); BL (Kings Inns & Middle Temple) Attorney-at-law (Bar of NY and Bar of US Supreme Court)	29.09.2003	12.12.2003
Law School	Part-time Lecturer	DONELAN, Edward, MA (Dubl.); BL (Kings Inns & Middle Temple), Dip (NUI) Dip (DIT)	12.01.2004	30.09.2004
Law School	Part-time Lecturer	HIGGINS, Imelda Anne, B.C.L. (NUI); LL.M. (NUI); Dip Euro Law (Brugge) B.L. (Kings Inn)	12.01.2004	30.09.2004
Law School	Part-time Lecturer	O'HANLON, Niall, B.A. (NUI); LL.M. (NUI), F.C.A., A.I.T.I., Barrister-at-Law	01.10.2003	30.09.2004
Law School	Part-time Lecturer	SIMMS, Daniel Paul, BA (Dubl.); Solicitor (Law Society of Ireland); LL.M. (Cologne); Dr.iur. (Cologne)	01.01.2004	30.09.2004
Law School	Part-time Lecturer	TRAVERS, Noel, B.C.L. (NUI); LL.M. (NUI); LL.M. (Bruges); Barrister-at-Law	01.10.2003	30.09.2004
Mathematics	Research Fellow	DRUMMOND, James, BA (Cantab.); Ph.D. (Lond.)	01.10.2003	30.09.2005
Mathematics	Research Fellow	O HOGAIN, Seosamh BSc (NUI); MSc (NUI); Ph.D. (DIT)	01.10.2003	31.12.2003

Mathematics	Research Fellow	VINIEGRA, Fermin; BA National University of Mexico (UNAM); Ph.D. (Oxon.)	06.10.2003	30.09.2004
Medical Gerontology	Visiting Professor	KENNY, Rose Anne Marie, MB, BCh BAO (NUI) MD; FRCP; FRCPI,	06.10.2003	05.10.2005
Microbiology	Research Fellow	HINDE, Paul, BSc (N'cle); Ph.D. (Liv.)	20.10.2003	31.07.2005
Microbiology	Research Fellow	TURNER, Elizabeth, BSc (Birm); Ph.D. (Birm)	01.11.2003	31.10.2006
Modern History	Temporary Lecturer	CLARKE, Aidan, BA (Dubl.); Ph.D. (Dubl.)	01.10.2003	30.06.2004
Modern History	Temporary Lecturer	CRONIN, Gerard, BA (Dubl.); PhD (Dubl.)	01.10.2003	30.06.2004
School of Music	Lecturer Part-time	CULLOTY, Gerry, B.Mus (Lond.), M. Ethno Musicology (UL)	06.10.2003	05.10.2004
School of Music	Lecturer Part-time	DUCKWORTH, Richard, BA (NY); BA (Dubl.), M.Phil (Dubl.)	06.10.2003	05.10.2004
School of Music	Lecturer Part-time	HOLLY, Edward, M. Phil (Dubl.); BA (Dubl.); MA (NUI)	06.10.2003	05.10.2004
Occupational Therapy	Lecturer	BRENNAN, John, BSc Curr. Occ. (Dubl.)	08.09.2003	07.09.2004
Occupational Therapy	Lecturer	GOGARTY, Orla, MSc (Dubl.); Dip COT (c)	15.09.2003	14.09.2004
Pharmacology And Therapeutics	Part-time Lecturer Registrar	AHMED, Nehal Shams; BSc (Penn.); MB BCh BAO (NUI), MRCP (UK) Pt II	01.11.2003	01.07.2004
Pharmacology and Therapeutics	Part-time Lecturer Registrar	KHAYTAA, Baraa, MD (Aleppo, Syria); MRCPI MSc (NUI)	01.11.2003	01.07.2004
Philosophy	Lecturer Part-time	GRAY, Richard, BSc (Open); M.Phil (Cantab), Ph.D. (Edin.)	06.10.2003	05.10.2004
Philosophy	Lecturer Part-time	MCLOUGHLIN, Joseph, BA (Dubl.); Ph.D. (Dubl.)	01.10.2003	31.09.2004
Physics	Research Fellow	CHAURE, Nandu Bhanudas, MSc (Poona), PhD (Bhopal)	22.10.2003	21.10.2004
Physics	Research Fellow	RIOUAL, Francois, Ph.D. (Grenoble)	01.12.2003	30.11.2004
Physics	Research Fellow	WANG, Jian-Gang, Ph.D. (Xi'an Institute of Optics and Precision Mechanics)	01.04.2004	31.03.2005
Physiology	Lecturer Part-time	STOREY, Aubrey, BA (Dubl.)	01.10.2003	31.09.2004
Policy Institute	Research Fellow	BOYLE, Nigel, BA (Liv.); Ph.D. (Duke)	01.11.2003	30.06.2004
Political Science	Lecturer	O'CONNOR, Nathan James, MA (Dund.)	20.09.2003	20.08.2004
Psychology	Research Fellow	CORRIGAN, Siobhan, BSc (Ulster); MSc (Sheff.); Ph.D. (Dubl.)	01.10.2003	01.10.2004
Psychology	Research Fellow	DESMOND, Deirdre, BA (Dubl.)	15.09.2003	14.09.2004

Incorporating any amendments approved at subsequent Board meetings

Psychology	Research Fellow	MAGNO, Elena, Ph.D. (Aberd.); BSc (Padova)	15.10.2003	14.10.2005
Psychology	Research Fellow	SIMOES, Cristina Maria Rodrigues, BA (Lisbon); MSc (Lisbon) Ph.D. (Helsinki)	01.01.2004	31.10.2005
Public Health and Primary Care	Research Fellow	O'LOUGHLIN, Rosalyn, RGN, RM, MSc (Dubl.) Dip (RCSI)	01.10.2003	31.05.2004

Appendix 2 to Minute 4/111

3 December 2003

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Biochemistry	Research Fellow	KEATING, Sinead, BSc (NUI) Ph.D. (Wales)	01.12.2003	30.11.2006
Business Studies	Adjunct Professor	FANNING, John, B.Comm, (NUI)	01.01.2004	31.12.2005
Chemistry	Research Fellow	SENECHAL, Katell, BSc, MSc, PhD (Rennes)	01.11.2003	31.10.2004
Chemistry	Research Fellow	NOLAN, Michael, BSc, (DCU)	01.12.2003	31.05.2005
Chemistry	Research Fellow	GREGG, Daniel, BSc (Victoria University Australia), Ph.D. (Dubl.)	01.10.2003	01.10.2004
Civil Structural & Environmental Engineering	Research Fellow	SHRIVASTAVA, Prabhat, BE, APS University Rewa (India) M.Tech, (IIT, Madras) Ph.D. (IIT, Bombay)	01.01.2004	31.12.2005
Clinical Speech & Language Studies	Lecturer	WALSHE, Margaret, BA (Rem. Ling.) (Dubl.) MSc (City University, London) Ph.D. (Dubl.)	20.10.2003	15.10.2004
Computer Science	Part-time Lecturer	GARLAND, James, HND (Coventry), BEng (Coventry), MSc (Central England)	01.10.2003	30.09.2004
Computer Science	Part-time Lecturer	TSANG, Shiu Lun, BSc (DIT), MSc (Dubl.)	01.10.2003	30.09.2004
Computer Science	Research Fellow	MEIER, Rene, Dip. Infomatik Ing. (University of Applied Science Switzerland) MSc (Dubl.)	01.11.2003	31.09.2004
School of Drama	Adjunct Professor	BOGDANOV, Michael, MA (Dubl.)	01.10.2003	30.09.2006
School of Drama	Adjunct Professor	SHAW, Fiona, BA (NUI), Litt.D (h.c) (Dubl.)	01.10.2003	30.09.2006
School of Drama	Adjunct Professor	BOGART, Anne, BA (Bard College) MA (NY)	01.10.2003	30.09.2006
English	Research Fellow	PATTWELL, Niamh, BA, H.Dip, Dip, Religious Education, MA (NUI) Ph.D. (Dubl.)	30.10.2003	30.09.2006
English	Visiting Lecturer	CHAMBERS, Mark, BA (Hendrix College) Ph.D. (Dubl.)	01.10.2003	01.06.2004
Genetics	Research Fellow	YUSTA BOYO, Maria Jose, MA (U.Complutense de Madrid), Ph.D. CSC, (U. Complutense de Madrid)	10.11.2003	10.11.2004

Incorporating any amendments approved at subsequent Board meetings

Genetics	Research Fellow	FREEMAN, Abigail Ruth, BA, Dip. Statistics, Ph.D. (Dubl.)	01.10.2003	30.09.2007
Germanic Studies	Language Assistant	BEETLE, Lela-Aileen	06.10.2003	30.07.2004
Hispanic Studies	Part-time Lecturer	THORNTON, Niamh, BA, MA (NUI) Ph.D. (Dubl.)	01.10.2003	31.05.2004
Hispanic Studies	Language Assistant	GONZALES CABAÑAS, Silvia	01.10.2003	31.05.2004
Immunology	Research Fellow	BOKUM, Annemieke ten, MSc (Ague. Netherlands) Ph.D. (Erasmus University Rotterdam)	01.11.2003	31.10.2004
Law School	Part-time Lecturer	CORRIGAN, Kieran, LL.B. (Dub.) M.A. (Dub.), B.L. (King's Inns) F.C.A., Barrister-at-Law	01.10.2003	30.09.2004
Law School	Part-time Lecturer	DONELAN, Edward, MA (Dubl.) BL (Kings Inns) Dip European Law (UCD) Dip Arbitration Law (DIT)	12.01.2004	30.09.2004
Mathematics	Erasmus Smith's Chair Mathematics (1762)	CONSTANTIN, Adrian, DEA (Nice), MA (Nice) Ph.D. (Courant Inst, NY), Habil (Zur)	01.09.2004	PERMANENT
Medical Gerontology	Lecturer in Health Promotion	McEvoy, Helen, MB (Dubl.) MD (NUI)	01.11.2003	30.06.2005
Modern History	Lecturer	GEOGHEGAN, Patrick, BA, PhD (NUI)	01.12.2003	PERMANENT
Music	Part-time Lecturer	CONWAY, Fionnuala, B. Mus. (NUI), M.Phil. (Dubl.)	06.10.2003	05.10.2004
Music	Part-time Lecturer	McDonnell, Maura, BA (NUI), M.Phil (Dubl.)	06.10.2003	05.10.2004
Music	Part-time Lecturer	DOYLE, Roger	06.10.2003	05.10.2004
Music	Part-time Lecturer	DUCKWORTH, Richard, BA Music (NY) M.Phil. (Dubl.)	01.10.2003	30.09.2004
Music	Part-time Lecturer	FLEMING, Michael, BA., M.Phil. (Dubl.)	01.10.2003	30.09.2004
Music	Research Fellow	CHANTLER, Abigail, BA, Ph.D (Dubl.)	01.10.2003	30.09.2004
Physics	Lecturer	COLEMAN, Jonathan Nisbit, BA, Ph.D. (Dubl.)	01.12.2003	PERMANENT
Physics	Research Associate	BARRON, Valerie, BSc, Ph.D. (UL)	01.10.2003	01.10.2006
Physics	Research Associate	MENZES, Kevin Gerard, BA (Oxon) D.Phil. (Aberd.)	01.10.2003	01.10.2006
Physiology	Lecturer	KELLY, Aine, BA (Mod), Dip Statistics, Ph.D. (Dubl.)	01.12.2003	30.09.2007
Policy Institute	Research Fellow	BOUCHER, Gerard, BA, (Dubl.) MA, (Temple) Ph.D. (Dubl.)	01.02.2004	31.07.2004
Public Health & Primary Care	Research Fellow	PAUL, Gillian, RGN, RM. (Wales) P.H.N. (NUI)	01.11.2003	30.06.2004

Incorporating any amendments approved at subsequent Board meetings

Public Health & Primary Care	Research Fellow	TELJEUR, Conor, B.E. (NUI), MSc (Dubl)	01.10.2003	30.09.2006
School of Irish	Language Lab Assistant (Ulster Dialect)	NI RABHARTAIGH, Shanna, BA (Dubl.)	01.10.2003	01.06.2004
School of Irish	Language Assistant	STACK, Brid, BA (Dubl.)	01.10.2003	01.06.2004
School of Irish	Part-time Lecturer	MC CAUGHEY, Terence, BD, M.A (Dubl.)	01.10.2003	01.06.2004
School of Irish	Part-time Lecturer	MAC UID, Audrey, BA (TCD)	01.10.2003	01.06.2004
School of Irish	Part-time Lecturer	NIC LOCHLAINN, Roisin, M.Litt. (Dubl.)	01.10.2003	01.06.2004
School of Irish	Part-time Lecturer	MCKENNA, Malachy, BA, Ph.D (Belf.)	01.10.2003	01.06.2004
Social Studies	Research Associate	CAREY, Sophia, BA, MA (NUI) Ph.D. (Dubl.)	01.10.2003	30.09.2004
Zoology	Research Fellow	BRADLEY, Una, BA (Mod), Ph.D. (Dubl.)	13.10.2003	12.10.2006

Appendix 3 to Minute 4/129

Nominations for Appointment

Department	Post	Name and Qualifications	Start date	Termination date (if contract)
Director of Buildings Office	Administrative Officer	BRENNAN, Lorna: Dip. Physics (Belf.), B.S. (N.U.I.)	01.12.2003	permanent
Careers Advisory Service	Careers Advisor (work-share)	FARRELL, Margaret: B.A. (Psychology) (N.U.I.), M.A. Social & Organisational Psychology (N.U.I.)	08.12.2003	permanent
Faculty of Health Sciences	Senior Programmer	HUGHES, Michael: B.A. (F.E.T.A.C.), M.Sc./PG Dip. Computing & Information Systems (Ulster)	01.01.2004	31.12.2004
Student Counselling Service	Student Counsellor	GLEESON, Elizabeth: C.Q.S.W. (Croydon College), Dip. Systemic Dynamic Psychotherapy, Dip. Systemic Family Therapy	01.03.2004	01.03.2005

Incorporating any amendments approved at subsequent Board meetings