

*Incorporating any amendments approved at subsequent Board meetings*

**The University of Dublin**

**Trinity College**

**Minutes of Board Meeting, 14 April 2004**

*Present* Provost (Dr J Hegarty)\*, Vice-Provost (Dr J B Grimson), 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, Mr H Kearns, Ms M Leahy, Dr J G Lunney, Mr M Miley, Dr A N M Ní Chasaide, Mrs J O'Hara, Dr J C Sexton, Dr F Shevlin, Ms E K Stokes, Dr D L Weaire, Dr T T West\*\*.

*Apologies* Registrar (Mr R A Stalley), Dr H Gibbons, Dr H M C V Hoey.

*In attendance*

*(ex officio)* Secretary, Treasurer, Assistant Secretary.

*(by invitation)* Librarian (for Minute 9/234)

*(present for)* \* Minutes 9/237 – 9/257; \*\* Minutes 9/229 – 9/246 (part.)

**9/229 Minutes** The Minutes of the meeting held on 10 March 2004 were approved and signed subject to the following amendment:

**8/206 Governance** Point (h) on page 4 was replaced with 'The proposals as presented do not guarantee that representatives of both the undergraduate and postgraduate student bodies would be members of all Principal Committees.'

**9/230 Matters Arising from the Minutes** A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes 9/231, 9/232, 9/233).

**9/231 Provost's Report – Graduate Studies (see Minute 8/208 of 10 March 2004)** In response to a query, the Secretary undertook to clarify, at the next meeting of the Board, the background to the current recruitment of staff to the Graduate Studies Office.

**9/232 Future Board Meetings (see Minute 8/216 of 10 March 2004)** The Board agreed that there would be an additional Board meeting on Wednesday 21 April from 10.00 am until 12.00pm to consider reports from the Provost and the Working Group on Structures, Management and Systems.

**9/233 Nominating Committees (c) – Senior Lecturer's Area – Student Records Office and Alumni/Proctors'/Seanad Electoral Office – Administrative Officer (Grade 1) (permanent post) (see Minute 8/228 of 10 March 2004)** The Board noted the inclusion of the Senior Lecturer as Chairperson of this Nominating Committee.

**9/234 Library – Annual Report 2002-2003** The Librarian, present by invitation, invited Board's attention to the 2002-2003 Annual Report for the Library and College Archives, which had been circulated. The Librarian advised Board that the Ussher Library had been completed and had been officially opened by President McAleese in April 2003, noting that the building has received high critical acclaim and has been awarded a number of architectural and design awards. The Board also noted the benefits which the project has delivered to the College including additional shelving and reader spaces, capacity for an increased number of journal titles as well as assistive technology facilities and additional On-line Public Access Catalogues and internet workstations. The Librarian advised Board that the Map Collection and Reading Room have been integrated within the complex and that the building also includes a custom built Conservation Department.

The Librarian invited the Board's attention to the impact which the financial cut-backs have had on the operation of the Library, noting that the unprecedented cuts were absorbed without significant effect on the day-to-day services to the College or opening hours in the year under review. The Board noted that major reductions were made to the acquisitions budgets in Early Printed Books and Manuscripts Departments, to spending on binding and other equipment and to printing and other related costs. The Board also noted that the cuts in the Library's budget over the past two years have reduced the level of technological features which can be installed in the new Ussher Library complex. The Librarian advised Board that the current situation cannot be sustained and that there will be an inevitable reduction in the quality and quantity of service unless the shortcomings are made good in the very near future. The Board also noted that, as a result of the pay budget restrictions, four senior management posts remain unfilled, including the post of Deputy Librarian, a situation, which, if allowed to continue would have long-term detrimental effects on the operation of the Library.

The Librarian invited Board's attention to the main activities in each of the following services during 2002-2003.

**Readers' services:** There is now a single integrated service counter available to users in the Berkeley, Lecky and Ussher complex. Space continues to be a problem in the Hamilton Science and Engineering Library and in the Library on the St James's campus. There is a continuing growth in the circulation of printed materials and the introduction of the self-renewal facility over the internet has increased by 18% in over two years. An automated request system for material from Bookstacks will be run on a pilot basis in 2003-2004 and there has been a significant increase in the number of electronic journals available to users.

**Collection management:** UK legislation to extend the Legal Deposit regulation to other information formats neared completion in 2003 and the Library's position as one of the nominated depositories is maintained. The number of printed documents being held by the Library continues to increase but lack of resources has prevented significant progress being made on the digitisation programme to date, thus limiting access to some of the Library's most significant research and teaching resources.

**Systems department:** The work of the Systems Department has suffered very significantly from the current financial crisis. Despite this the department completed the technical commissioning of the Berkeley, Lecky and Ussher complex. Apart from the re-design of the web version of the catalogue, no further work has been possible on the preparation for a review of the Library Management System.

**Manuscripts and Archives:** Additional space will become available to scholars arising from the relocation of the Conservation Library but access to the Reading Room deteriorated significantly towards the end of 2003 because of the failure of the lift to that area. Requests for access to College manuscripts from scholars and publishers increased by 14% over the previous year.

**Early Printed Books and Special Collections:** The Library's ability to acquire research material was severely affected by budgetary restrictions and acquisition of significant new collections was only possible through contributions from the Vincent Kinane bequest.

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**Conservation and Preservation:** The Conservation and Preservation Department underwent significant change and development under the leadership of the newly-appointed Keeper of Conservation and Preservation in October 2003. The main achievement during the year was the move from the Old Library to the Glucksman Conservation Department in the Ussher Library, which was followed by the move of the bindery from the Berkeley Library. A number of major items of equipment were purchased through the Getty Equipment Grant which will provide the department with the essential technical infrastructure for future development.

**Visitor services:** Visitor services had a very successful year and its income has enabled the Library to sustain services and facilities to the academic community which would otherwise have been reduced or lost. The Library Shop has further extended its operations through web sales and is developing its range of branded Trinity College products.

In response to queries from a number of Board members, the Librarian advised that:

- (i) the market strength of a few large publishing houses continues to drive up the cost of periodicals and inhibits the ability of the College to acquire published material. The Board noted that the OECD has drafted an agreement which seeks to promote non-commercial information being available and that every opportunity will be used to promote open access publishing;
- (ii) in the absence of a Systems Librarian it has not been possible to develop electronic services as previously planned;
- (iii) it is anticipated that there will be space for storing books in Santry for no more than five years and that a development plan needs to be drawn up for long-term storage as part of the College's Development Plan for the Santry campus;
- (iv) once resources become available, or are redeployed, the planned library service to the Trinity Centre in the Hospital at Tallaght will begin;
- (v) on-line renewals are not being considered for staff because of the length of borrowing periods available to staff.

The Board thanked the Librarian and his staff for his report, noting in particular their very significant achievements in difficult financial circumstances.

- 9/235 Fellowship 2004** The Board noted the nominations to Fellowship as presented by the Vice-Provost.
- 9/236 Scholarship 2004** The Senior Lecturer reported on Foundation and Non-Foundation Scholarships, stating that seventy-nine scholars were proposed for election on Trinity Monday, of whom thirteen were Foundation, noting that this was a significant increase on the number of Scholarships awarded in previous years. The Board noted that while there was a reasonably even distribution of Scholars across all Faculties, with Science having the greatest number of applicants, the TSM Committee would be asked to review Scholarship performance in multidisciplinary Faculties.
- 9/237 Acta of the University Council** The Board confirmed Acta of the University Council from its meetings of 31 March 2004 subject to further comment covering the following: 33/A, 34/A, 35/A, 35/B, 36/A, 36/B, 37/C.
- 9/238 Departmental Review – Department of Public Health and Primary Care (formerly named the Department of Community Health and General Practice) (see Actum 33/A of 31 March 2004)** The Senior Lecturer invited Board's attention to the outcome of the review of the Department of Public Health and Primary Care in which the reviewers had commended the Department for its strong research profile while at the same time noting the constraints

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placed on the Department due to its very small size. The Board noted the reviewers' recommendations concerning the development of an integrated research plan and the need to develop programmes for the further expansion and integration of public health and general practice elements into the medical curriculum. The Board also noted the reviewers' recommendation that with the suspension of the MSc in Community Health, the Department should re-focus its energies on research and seek to expand the number of postgraduate research students and postgraduate research fellows. The Board noted recommendations in relation to the size of the Department and the need for a staffing plan, the need to provide greater support to departments in the Hospital at Tallaght as well as the need to secure adequate funds for the education of medical students.

**9/239 Personnel and Appointments Committee (see Actum 34/A of 31 March 2004)** The Board approved the recommendations of the committee from its meeting of 12 March 2004.

**9/240 Junior Promotions Committee 2004 Review (see Actum 35/A of 31 March 2004)** The Board noted and approved the following promotions

(a) **Confirmation in Appointment** with effect from 1 October 2004:

- (i) **Appointed on probation for a period of one year**  
Dr Jonathan Coleman (Physics)  
Dr Gerard Menezes (Radiation Therapy)  
Ms Stephanie Holt (Social Studies)
- (ii) **Appointed on probation for a period of three years**  
Dr Mairead Brady (Business Studies)  
Dr Brendan Murphy (Statistics)

(b) **Merit Bar** (to proceed beyond the Merit Bar at the date appropriate in each case):

Ms Audrey Adams (Nursing Studies)  
Dr Giuliana Adamo (Italian)  
Dr Lilian Alweiss (Philosophy)  
Dr Mairead Brady (Business Studies)  
Mr Damien Brennan (Nursing Studies)  
Dr Jonathan Coleman (Physics)  
Dr Thomas Connor (Neuroscience)  
Dr Gavin Doherty (Computer Science)  
Ms Naomi Elliott (Nursing Studies)  
Dr Linda Hogan (Peace Studies, Irish School of Ecumenics)  
Ms Stephanie Holt (Social Studies)  
Dr Amir Khan (Biochemistry)  
Dr Majella Lane (Pharmaceutics)  
Dr Saturnino Luz (Computer Science)  
Ms Catherine McCabe (Nursing Studies)  
Dr Mary McCarron (Nursing Studies)  
Dr Brendan Murphy (Statistics)  
Dr Paula Murphy (Zoology)  
Dr Isabel Rozas (Chemistry)  
Ms Sheila Ryder (Pharmaceutics)  
Dr Stephen Smith (Microbiology)  
Mr Gerard Tobin (Nursing Studies)  
Dr Cathal Walsh (Statistics)  
Ms Fiona Wilson (Physiotherapy)  
Dr Gillian Wylie (Peace Studies, Irish School of Ecumenics)

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**9/241 Academic Affairs Committee (see Actum 35/B of 31 March 2004)** The Senior Lecturer invited Board's attention to a number of issues arising from the meeting of the Academic Affairs Committee held on 24 February 2004. The Senior Lecturer advised Board that there had been an overall drop in the number of applications to Trinity for the year 2004-2005 and that the number of applications to Computer Science courses had decreased across the sector. The Senior Lecturer invited Board's attention to the outcome of a study which had been carried out to benchmark the Leaving Certificate against A levels noting that the outcome of on-going discussions might be that Irish Universities would require students presenting A levels to present four (rather than three) subjects and that the points awarded for A Levels might be modified. The Board noted that 2004-2005 would be a transition year in changing the medical degree from a six-year to a five-year programme with a reduction in quotas from 60 to 50 for both EU and non-EU students, in that year, further noting that approximately 50% of new EU entrants would be admitted to the second year and that a mechanism to facilitate selection of such students would be considered at a future meeting of the Academic Affairs Committee. The Senior Lecturer also advised Board that there would be a quota of 15% for non-traditional students being admitted to the College starting in 2004-2005, noting that this category of students includes students admitted under the mature student arrangements, those with a disability, and socio-economically disadvantaged students. The Board also noted that the HEA had provided funding to support the progression of the implementation of the objectives of the Bologna Declaration and that a Call for Proposals had been issued and that funding had been allocated to support the establishment of a Bologna Desk in College. The Senior Lecturer advised Board that Polish would be introduced to the European Studies programme with effect from 2004-2005.

In response to a queries, the Senior Lecturer advised Board that:

- (a) the admission of non-traditional students would be processed through the CAO according to admission requirements defined by the College
- (b) there was no intention to move from the 4+1 years degree structure to the 3+2 which is an option under the Bologna process, noting that discussions are taking place at a sectoral level about the possibility of awarding ordinary degrees after three years.

**9/242 Nominations for Appointment (see Actum 36/A of 31 March 2004)** The Board, on the recommendation of the University Council, approved the appointments as summarised in Appendix 2 to these Minutes.

**9/243 Graduate Studies (ii) Higher Doctorates – Revision of Procedures (see Actum 36/B of 31 March 2004)** The Senior Lecturer invited Board's attention to the proposals in relation to Higher Doctorates which had been approved by Council whereby applications for admission to the register for Higher Doctorates would be considered once a year (in October) by a sub-committee of the Graduate Studies Committee. The Board noted that this sub-committee would decide whether to admit the applicant to the register for the purpose of external assessment and, if so admitted, two external assessors would be nominated by the Dean of Graduate Studies on the advice of the relevant Faculty Dean. The Board noted that Higher Doctorates would be awarded to candidates who would be judged by the University Council to have made an out-standing contribution to the advancement of knowledge, as evidenced by the publication of their work, noting that the level of attainment required for a Higher Doctorate would be substantially higher than that required for the degree of PhD and that graduates should be graduates of the University of Dublin of at least eight years' standing.

**9/244 Leave of Absence (see Actum 37/C of 31 March 2004)** The Board approved the following applications for leave of absence:

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- (a) **Hebrew, Biblical and Theological Studies** Professor A D H Mayes – academic year 2004-2005;
- (b) **Mechanical and Manufacturing Engineering** Dr C Meskell – Hilary and Trinity terms 2005;
- (c) **Nursing and Midwifery** Mr G A Tobin – Trinity term 2004;
- (v) **Political Science** Dr N Persram – academic years 2004-2005 and 2005-2006.

#### 9/245 Provost's Report

- (a) **HEA Funding Model** The Provost invited Board's attention to a proposal from the HEA for a new funding model for the sector which would have three components, one which would be informed by the Unit Cost model and would be allocated largely on the basis of student numbers, the second which would be allocated on the basis of bids received to meet strategic objectives and the third which would fund major projects within institutions. The Provost, noting that the HEA proposal had been presented before the completion of the OECD review of the sector, advised Board that the deadline for reply to the HEA had been deferred until the end of April and that he would be part of the CHIU delegation discussing the proposal with the HEA.
- (b) **Academic workload** The Board noted that the Irish Universities Quality Board had been requested to undertake a study of academic workload so that a statement of the current situation would be available as an input to discussions with the HEA and the Department of Education and Science.
- (c) **HEA Financial Review** The Provost invited Board's attention to a letter dated 6 April 2004 from the Secretary/Chief Executive of the HEA which had been tabled and which invited representatives of the College to meet with the team undertaking the financial review of the sector. The Treasurer invited Board's attention to the content of the presentation which the College had been invited to make at this meeting, noting the very detailed nature of the request. The Treasurer advised Board that the College had also been asked to supply the HEA with an integrated strategic and financial five-year plan.

The Treasurer advised Board of the HEA's definition of reserves: these included revenue reserves, non-EU fee income in excess of unit costs, surpluses on ancillary activities, internal and departmental balances. The Board noted the importance of trying to delineate clearly what is considered State income and to differentiate between it and all other income generated by the College's own activities, the management of which, the Board agreed should be the sole responsibility of the College.

The Board also noted the urgency with which funds need to be found for equipment and maintenance so as to minimise future difficulties for the College.

In response to queries, the Provost and the Treasurer advised Board that the purpose and nature of funds associated with self-financing and research activities would be highlighted in discussions with the review team and the HEA and the fact that such funds, of necessity, are ring-fenced for specific activities would be emphasised.

- 9/246 **Governance** The Provost invited Board's attention to the letter from the Chair of the Governance Working Group, dated 27 February 2004, and the Group's report which had been considered at the previous Board meeting (see Minute 8/206). In response to queries concerning possible over-lap between the recommendations of this Working Group and that considering Structures, Management and Systems (GSMS), the Provost advised Board, that as

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the report on governance had considered high level governance issues and the establishment of a framework for policy formulation, and the GSMS was concerned more with the operation of management structures and resource allocation there would be little risk of duplication if the Governance Working Group's recommendations were to be implemented at this time.

In the course of a long discussion the following comments were made by Board members in relation to the recommendations.

(a) **Composition and powers of Principal Committees**

- There may be some risk that the power of the Board could be diminished by delegating decision-making to Principal Committees, where the recommended membership would include only two Elected Board Members.
- Concern was expressed that the Board would not be in a position to reverse decisions made by Principal Committees.
- The proportion of Board members on Principal Committees would increase if the recommendations were adopted.
- The Board would identify issues on which decisions would be made by Principal Committees on its behalf.
- Board representatives on Principal Committees could ensure that decisions were being made in accordance with Board policy.
- The Board would be fully aware the activities of all Principal Committees as it was recommended that Minutes of all Principal Committees would be noted by Board.
- Delegating specific decision-making powers to Principal Committees would increase the speed with which certain routine actions could be implemented.
- There could be conflict between the Governance Working Group's proposal that specific decision-making be delegated to Principal Committees and the recommendations from the GSMS that certain operational powers be delegated to Vice Provosts/Deans of Faculties.

(b) **Chairing of Principal Committees**

- Implementation of the recommendation that Principal Committees would have independent chairpersons would be a positive and significant move towards best practice in this regard.

(c) **Membership of Principal Committees**

- The Board, noting the principle that Annual Officers with responsibility for specific areas, including the Dean of Students, should be members of the Executive Officers Group, agreed that the actual membership of Principal Committees should be decided at a later date and that Appendix 2 should be withdrawn from the document.
- The role of Executive Officers may change if all the recommendations from the GSMS were to be implemented and this in turn could have an implication for the membership of Principal Committees.

In response to a query, the Secretary advised Board that should the implementation of any of the recommendations require an amendment to the Statutes, proposals would be brought forward in this regard.

Following a long and detailed discussion of all the issues raised, the Board, noting Dr Ní Chasaide's reservations in relation to the delegation of decision-making to Principal Committees, and the Student Representatives' concerns that the composition of Principal Committees should not be determined at this stage, approved the following principles in relation to College governance. These recommendations incorporate the Board's agreed amendments to the Working Group's proposals.

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- (a) Decision-making should be delegated to the committee structure, within parameters defined by Board, and these committees should report to Board on a regular basis (recommendation 1 of Working Group's report incorporating amendments agreed by Board).
- (b) The Board should strengthen its membership on Principal Committees (recommendation 2 of Working Group's report).
- (c) Membership of Principal Committees should normally be no more than ten comprising:
- the Academic Annual Officer and the Senior Administrator responsible for the Committee's area of competence;
  - one Academic Annual Officer who is a member of the Executive Officers' Group;
  - three or four members who are Elected Members of Board, at least one of whom is a student member of Board;
  - one Dean who is a member of the Deans' Committee;
  - other members drawn from among the Senior Administrators and/or areas of relevant expertise in College (recommendation 12 of Working Group's report).
- (d) The College should evolve to a system of Elected Board Members chairing Principal Committees (recommendation 13 of Working Group's report incorporating amendments agreed by Board).
- (e) The role and functions of the Executive Officers' Group should be clarified as follows:
- advising the Provost
  - initiating policy formulation
  - developing and co-ordinating plans to implement policy approved by Board
  - carrying-out functions specifically delegated by Board e.g. specific actions in the Strategic Plan
  - dealing with emergencies as they arise
  - day-to-day management
- (recommendation 16 of Working Group's report).
- (f) The Executive Officers' Group should have an agenda for each meeting and maintain a detailed call-over of all actions and decisions taken (recommendation 17 of Working Group's report).
- (g) The membership of the Executive Officers' Group should be at the discretion of the Provost (recommendation 18 of Working Group's report incorporating amendments agreed by Board).
- (h) The Executive Officers' Group should initiate and prioritise policy formulation (recommendation 19 of Working Group's report).
- (i) The Executive Officers' Group should formally consider policy issues being discussed in advance of each Principal Committee meeting (recommendation 20 of Working Group's report).
- (j) The coordination role of the Executive Officers' Group should be developed and enhanced (recommendation 21 of Working Group's report).

The Board also agreed the Working Group's recommendations in relation to the operation of the governance principles would be implemented in due course. These recommendations are attached as Appendix 1 to these Minutes.

- 9/247 Deanship and Headship of Department** Under Other Business, the Board, pending the outcome of discussions in relation to College structures, approved the following resolution in relation to election to Deanship and Headship of Department in the current year:

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'To allow flexibility for the implementation of any revised structures, approved by Board and Council in due course, for the present any Headship of Department (or Deanship) becoming vacant in 2004 should be held on a year-to-year basis.'

- 9/248 Finance Committee** The Board noted the Minutes of the meeting of the Finance Committee held on 24 March 2004, as circulated, and approved the recommendations, also noting the letter from the Higher Education Authority, dated 23 February 2004, which had also been circulated.
- 9/249 Site and Facilities Committee** The Board noted the draft Minutes of the Site and Facilities Committee from its meeting of 23 March 2004 as circulated and approved the recommendations, noting in particular:
4. **Commercial Developments and Let Properties** In response to a query, the Secretary advised Board that should there be a proposal to acquire additional property on Pearse Street it would be presented to Board for consideration prior to any final decisions being made.
- 9/250 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 6 April 2004.
- 9/251 Sealings** The Street noted:
- (a) **Enterprise Centre, Rent Review – Unit G1 – John Clarke** The Seal of the College was put in duplicate to a Memorandum of Rent Review in respect of Unit G1 in the Trinity College Enterprise Centre for John Clarke. [8/3/04]
  - (b) **Corvil Networks Limited – Licence Agreement** The Seal of the College was put (in duplicate) to a Licence Agreement between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Corvil Networks Limited for Unit 15 of the Enterprise Centre. [8/3/04]
  - (c) **Adaptive Biopharma Limited – Biotechnology Institute** The Seal of the College was put was put in triplicate to a Licence between the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin and Adaptive Biopharma Limited. [16/3/04]
  - (d) **Bio-Incubator Units – Grant Agreements** The Seal of the College was put in duplicate to a Grant agreement between Enterprise Ireland and the Provost, Fellows and Scholars of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin in respect of:
    - (i) a Bio-Incubator Unit in the TCD Enterprise Centre, Pearse Street;
    - (ii) a Bio-Incubator Unit in the Trinity Centre, St James's Hospital.
- [24/3/04]
- 9/252 Technical Staff Committee – Recommendations** The Board noted memoranda from the Technical Staff Committee, circulated dated 11 March 2004 and 5 April 2004, and approved promotions in respect of the following:

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- (a) Mr K Travers (Biochemistry) with effect from 1 October 2002;
- (b) Ms A Jordan (Physiology) – with effect from 1 October 2003.

**9/253 Bequests and Benefactions** The Board noted and approved memoranda from the Treasurer as follows:

- (a) John A Boland Memorial Prize, circulated dated 5 April 2004;
- (b) IBM David Dier Memorial Prize, circulated dated 26 March 2004;
- (c) Department of Modern History: Prize in American History, circulated dated 5 April 2004;
- (d) Lundbeck Neuroscience Prize, circulated dated 29 March 2004;
- (e) Sheppard Trust, circulated dated 11 March 2004.

**9/254 Prizes and Other Awards – Postgraduate Travelling Scholarship in Medicine (2003-2004)**  
The Board noted and approved the award to Dr Sophia M Varadkar of the Postgraduate Travelling Scholarship in Medicine (2003-2004) (value €22,220.42), Sheppard Memorial Prize (value €5,078.95) and the Sir John Banks Medal.

**9/255 Library – Loans**

- (a) **Loan of Maps to Ordnance Survey, Ireland** The Board noted and approved a memorandum from the Librarian, circulated dated 3 March 2004;
- (b) **Loan of Periodicals** The Board noted and approved a memorandum from the Librarian, circulated dated 2 April 2004.

**9/256 Staff Matters**

- (a) **Early Retirement** The Board noted and approved the following requests for early retirement:
  - (i) Mr D M Lass (Library) on 23 September 2004, on a cost neutral basis to the pension fund;
  - (ii) Mr F Mowlds (Mechanical and Manufacturing Engineering) on 1 May 2004.
- (b) **Leave of Absence** The Board noted and approved the request of Mr G McGranaghan (Civil, Structural and Environmental Engineering) for leave of absence from 1 April 2004 to 31 October 2004 (with no additional cost implications for the Department).

**9/257 Nominating Committees** The Board noted the following membership:

**Treasurer's Office – Administrative Officer II (Fees) – Permanent Post**  
Deputy Treasurer  
Ms J Byrne  
Ms H O'Hara

Signed: .....

Date: .....

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## Appendix 1 to Minute 9/246

**Governance Working Group – Operational Recommendations**

1. When establishing new groups/committees, the Board should specify explicitly whether the new body is a Principal Committee, a sub-committee, a working group or a management committee (recommendation 3 of the Working Group's report).
2. The role of Principal Committees should be confined to (a) policy development, and (b) the making and reviewing of decisions on behalf of the Board. Communication should not be a function of Principal Committees (recommendation 5 of the Working Group's report).
3. Once decisions are made by a Principal Committee on behalf of the Board, in accordance with powers delegated to it by the Board, the Board should not normally reconsider and/or reverse the decisions made (recommendation 6 of the Working Group's report incorporating amendments agreed by Board).
4. All policy proposals, coordinated and prioritised by the Executive Officers' Group, should be considered by the relevant Principal Committee where they can be discussed and revised prior to sending them to Board for consideration (recommendation 7 of the Working Group's report).
5. In exceptional circumstances, policy proposals could be referred directly to Board by the Executive Officers Group. In view of the fact that such proposals would not have been considered by the relevant Principal Committee(s), Board's permission should be sought to consider such proposals under an 'exceptional' procedure (recommendation 8 of the Working Group's report).
6. All Principal Committees should have the same reporting structures to Board (recommendation 9 of the Working Group's report).
7. Sub-committees or working groups dealing with matters of compliance with legislation, e.g. Equality Committee, Safety Committee etc. should report directly to Board (recommendation 10 of the Working Group's report).
8. Principal Committees should be responsible for the operation of their sub-committees (recommendation 11 of the Working Group's report).
9. The terms of reference of all Principal Committees should be reviewed and where necessary revised (recommendation 14 of the Working Group's report).
10. The Group recommends no change in the general role of the Academic Annual Officer (recommendation 22 of the Working Group's report).
11. Academic Annual Officers should serve for 3-5 years and Academic Annual Officers should not serve consecutive terms (recommendation 23 of the Working Group's report).
12. The Statutory Trinity Term prior to an Academic Annual Officer Designate taking office should be a period where the in-coming Officer shadows the incumbent so as to effect a smooth transition from one Officer to the other (recommendation 24 of the Working Group's report).
13. Every activity in College should report to one Annual Academic Officer and the appropriate Senior Administrator (recommendation 25 of the Working Group's report).
14. Policy issues impinging on more than one area of responsibility should be addressed by the Executive Officers' Group (recommendation 27 of the Working Group's report).
15. The Provost should give consideration to greater delegation of functions in relation to management (recommendation 28 of the Working Group's report).

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## Appendix 2 to Minute 9/242

**Nominations for Appointment (see Actum 36/A of 31 March 2004)**

<b>Department</b>	<b>Post</b>	<b>Name and Qualifications</b>	<b>Start date</b>	<b>Termination date (if contract)</b>
Biochemistry	Research Assistant	Smith, Liam, BSc (Westminster)	01.03.2004	28.02.2005
Biochemistry	Research Assistant	McManus, Gavin, BA Mod (Dubl.)	01.04.2004	30.10.2006
Botany	Research Fellow	Oksanen, Pirita Orvokki, MSc (Helsinki)	15.04.2004	31.03.2006
Civil, Structural & Environmental Engineering	Research Assistant	Brown, Leslie, BSc (Lond.), MSc (Dunelm)	13.04.2004	12.04.2006
Classics	Research Associate	Durigon, Albert Peter, BS (C.M.U.) JD (Pitt.), M.Litt., PhD (Dubl.)	01.02.2004	01.04.2004
Clinical Medicine	Visiting Academic	Xin, Xiaoqing, BSc (University of Medical Science) MSc. (Gui Yang Medical College)	01.04.2004	31.03.2005
Clinical Medicine	Research Fellow	Phillips, Catherine, PhD (Dubl.) BSc (NUI) Post Grad Dip Statistics (Dubl.)	20.03.2004	31.03.2005
Clinical Medicine	Research Fellow	Byrne, Maria, MB, BCh, BAO (NUI)	01.01.2004	31.12.2004
English	Visiting Professor	Toda, Tsutomu, BA, MA (Meiji-gakuin University, Tokyo)	01.04.2004	01.09.2004
Germanic Studies	Research Fellow	Bargna, Katya, MA (Liv.) Ph.D (Sheff.)	01.02.2004	31.01.2005
Immunology	Research Fellow	Dunne, Jean, PhD (Dubl.)	01.02.2003	31.07.2006
Mathematics	Part-time Lecturer	Duffy, Robert, Kenneth BA, PhD (Dubl.)	01.10.2003	30.09.2004
Mechanical & Manufacturing Engineering	Visiting Professor	Lee, Thomas Clive, MB, MSc, PhD, FRSCI, FRCS ED, MD (Dubl.)	01.10.2003	29.09.2006
Microbiology	Research Fellow	Mitchell, Jennifer BA (Dubl.)	01.03.2004	31.05.2004
Nursing and Midwifery Studies	Chair	Begley, Cecily M., R.G.N., R.M., R.N.T., M.Sc. (Dubl.), Ph.D. (Dubl.), Dip.N.Ed. (N.U.I.), Dip.Stats., F.F.N.R.C.S.I.	01.04.2004	permanent
Pharmacy	Research Fellow	George, John Phillips, BSc (Napier), PhD (H-W)	01.03.2004	31.03.2005
Psychology	Research Associate	Johnston, Neil, BA, Open (UK)	01.02.2004	31.01.2009
Psychology	Lecturer (Part-time)	Thakore, Jogin H, PhD, MRC Psych (Lond.), MRCPI, MB, BCh, BAO, BA, (Dubl.)	01.03.2004	01.03.2007

***Incorporating any amendments approved at subsequent Board meetings***