

Incorporating any amendments approved at subsequent Board meetings

The University of Dublin

Trinity College

Minutes of Board Meeting, 20 November 2002

Present 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, Dr L E Doyle, Ms A-M Gatling, Dr H Gibbons, Mr H Kearns, Ms M Leahy, Dr J G Lunney, Dr J M Mossman, Mr I Moynihan, Dr A N M Ní Chasaide, Mrs J O'Hara, Mr W Priestley, Mr D Scammell, Dr J C Sexton, Dr F Shevlin,** Ms E K Stokes, Dr D L Weaire,* Dr T T West.

Apologies Provost (Dr J Hegarty), Dr S Duffy, Dr J A Fitzpatrick, Dr C Horn.

In attendance

(ex officio) Secretary, Treasurer, Assistant Secretary.

(by invitation): Director of Buildings (for 5/81 and 5/82)

(present for): * Minutes 5/73-5/79 and part of 5/80;

** Minutes 5/73-5/82

The Vice-Provost welcomed the President of the Graduate Students' Union, Mr D Scammell, to the meeting and paid tribute to the very valuable contribution which Ms Drew had made whilst a member of the Board.

5/73 Minutes

(a) The Minutes of the meeting of 23 October 2002 were approved and signed subject to the following amendment:

3/35 Strategic Plan Insert the words 'and language' after the phrase 'cultural life' in bullet point (a).

(b) The Minutes of the meeting of 6 November 2002 were approved and signed.

5/74 Matters Arising from the Minutes A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes 5/75, 5/76, 5/77, 5/78, 5/79).

5/75 Strategic Plan (see Minute 3/35 of 23 October 2002) The Board re-affirmed its commitment to building a Sports Centre and to establishing partnership structures in the College and agreed that they should be included as initiatives in the Strategic Plan.

5/76 Nominating Committees – Internal Auditor (see Minute 3/39 of 23 October 2002) The Board noted that Dr S O'Meara and Mr M F Nowlan had replaced Dr M J Carroll as a member of the Nominating Committee for the post of Internal Auditor.

5/77 College Pension Fund (see Minute 3/42 (c) of 23 October 2002) In response to a query from Dr Doyle, the Secretary advised Board that, under pension legislation, the Trustees of the Pension Fund, in the context of their legal obligations, must take whatever measures they consider necessary to protect the integrity of the fund and to advise the Board accordingly. The Secretary invited Board's attention to the negative impact which the world investment markets have had on the performance of the pension fund over the past three years. The Board noted that while the pension fund will be in a position to meet commitments to retirements taking place at the normal retirement age it will not be in a position to fund any early retirements or to fulfil expectations of added years, for at least one year.

The Secretary advised Board that all staff over the age of fifty-five years had been contacted inviting those who had been considering early retirement to advise the Staff Secretary, noting that when this information, together with information on staff members who had previously been in discussions with the Staff Office in relation to early retirement, was compiled a full review of the position in relation to early retirements and their financial implications would be presented to Board for consideration at a meeting early in Hilary Term.

In response to queries from a number of Board members the Secretary advised Board that no decisions had been made about any specific cases which were in the pipeline and, that should the *cista communis* be used to assist in the funding of early retirements, the relevant pensions could be a charge to the Pension Fund once individuals reached normal retirement age.

In response to a request, the Secretary undertook to have a briefing document prepared on the policies relating to, and performance of, the Pension Fund.

5/78 Chair of Theology (1980) (see Minute 3/51 of 23 October 2002) The Secretary advised Board that the candidate nominated to the Chair of Theology (1980) had declined the offer, noting that the Chair has now been re-advertised.

5/79 Staff Matters (see Minute 3/56 of 23 October 2002) The Secretary advised Board that the hearing of an alleged case of bullying in College is scheduled to be heard in the High Court on 5 December 2002, noting that College procedures had been unsuccessful in trying to resolve this particular case.

5/80 Provost's Report - Financial Situation The Vice-Provost, in the absence of the Provost, invited the Board's attention to the implications for the College of the 2003 estimates which had been published by the Government on 14 November 2003, noting in particular the following points:

- (a) There will be a 1% reduction in recurrent funds (State Grant and free fees) in Vote 29, sub-head B.2 of the Estimates, which, when pay and other inflation factors are taken into account will result in a real reduction in the order of 7%-8% or €8m; various matters have still to be clarified including issues in relation to the treatment of the reduction in the grant for 2002 arising from the increased student charge from 1 October 2002.
- (b) Indications are that there will be a reduction in excess of 24% in capital funds for small capital projects and refurbishment.
- (c) There will be no Cycle 4 of the PRTLTI and while recurrent funds for Cycle 3 seem to be secure there will be no capital funds available in 2003.
- (d) Funds for projects under SFI are secure.

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The Vice-Provost advised Board that the priorities of the Minister for Education and Science appear to be those of increasing resources for the primary sector and to addressing the problem of disadvantage at second and third levels.

The Board, as advised by the Treasurer, noted that the College, which is now two months into its financial year, has to address the estimated cut-backs, in the context of the exceptional increases in TCD's insurance costs and that fact that 74% of the College's recurrent expenditure was attributable to pay costs in 2001/2002. The Board also noted the Universities Act, 1997 requirement under S.37 that the College must plan for a break-even situation each year.

The Bursar advised Officers that the Financial Review Advisory Group will be examining options for addressing the College's reduction in income over the coming months, noting that the implementation and impact of any proposals may not be fully felt until 2003/2004.

In response to queries from Board members, the following issues were clarified by the Treasurer and Bursar:

- (a) No guidance had been given by the HEA in relation to funding for targeted initiatives.
- (b) In view of the fact that the College had, in October 2002, signed a contract with a developer it is anticipated that funds will be available from PRTLTI for the IITAC/Neurosciences building in due course but not necessarily in 2003.
- (c) Any longer-term recruitment freeze will have to be sufficiently flexible to ensure that costs additional to those currently being incurred do not arise for the College in the event that a replacement is not made.
- (d) It is likely that there will no capital funds for refurbishment, back-log maintenance and capital equipment.
- (e) The Staff Secretary is liaising with the Department of Health in relation to the funding required for staff in excess of those required for year 1 of the degree programme who were assimilated into the School of Nursing on 1 August 2002.

In discussing the reduction in income and the inevitable cut in services, Board members raised a number of issues in relation to communicating the levels of reduction and their impact on services to both staff and the general public, noting in particular, the need to maintain staff morale and commitment if the College is to continue its core activities of teaching and research. The Board also noted Ms Gatling's request that financial and other services for students should, in so far as possible, be exempt from any planned cuts.

Following a long and detailed discussion on the financial situation and possible courses of action open to the College, the Board agreed that in addition to the 5% cut-back in non-pay expenditure in all areas which had been approved at a previous meeting (see minute 3/42 of 23 October 2002), a freeze on recruitment to all posts would be implemented with immediate effect until such time as the full impact of the reduction in funding is assessed and a planned response is in place, noting that posts which are fully-funded by external sources would be exempt from the embargo. The Board also agreed that consideration should be given to exploring all options for increasing College income in a cost effective manner, noting that the impact of such initiatives would not be of benefit in the short-term.

5/81 Capital Buildings and Property Acquisition

- (a) **Capital Buildings** The Director of Buildings, present by invitation, attended for this item. The Bursar invited Board's attention to a confidential memorandum, dated 25 October 2002, which had been circulated outlining the current status of the College's capital building programme with particular reference to the following:

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- (i) *Buildings under construction/not yet finalised:* The Board noted that there will be a deficit in the order of 2% of the total outlay on the current building programme, for which no funds are allocated at this time, and funding mechanisms for which are being considered. The Board also noted the additional recurrent costs which will be required to service and maintain the new buildings coming on-stream for which the HEA has to date not provided any additional funding.
- (ii) *Longer-term projects:* The Bursar advised Board that a meeting had taken place with the architects who had won the design competition for the re-development of Pearse Street noting that funds may not be available for the construction of a model of the design but that meetings will take place with the local community in this regard. The Board noted that funds will have to be raised for the re-development project which will include the provision of teaching space. The Board also noted proposals which are under consideration for the An Post site.
- (iii) *Second Development Control Plan:* The Board noted that the Second Development Control Plan will be prepared by the Director of Buildings Office and the Bursar for consideration by the Site and Facilities Committee and the Board in due course.

In response to queries from a number of Board members, the Bursar and the Director of Buildings advised that:

- (i) The provision of social space for students will be addressed.
 - (ii) Units in the Enterprise Centre which had been kept vacant for possible use by SFI are now available for renting and the Enterprise Centre will be part of the new Development Control Plan.
 - (iii) A final formal decision from the Dublin Dental Hospital & School about the sale of Dunlop/Oriel House is awaited. The impact this decision will have on accommodation required by Computer Science staff will be addressed at that time.
- (b) **Property Acquisition** The Director of Buildings invited Board's attention to a memorandum from the Secretary, dated 13 November 2002, which had been circulated together with a memorandum, dated 12 November 2002, from the Bursar, Director of Buildings and Treasurer and a letter from the College's property advisors, dated 13 November 2002, in relation to the proposed purchase of 2-4 College Green which had been discussed at a previous Board meeting (see minute 3/43 of 23 October 2002). The Director of Buildings invited Board's particular attention to the very strong recommendation from the College's property advisors that in view of the strategic opportunities afforded by the proposed commercial transaction with Treasury Holdings Ltd. by consolidating the College's properties in College Green, serious consideration should be given to accepting the proposal.

The Treasurer advised Board that satisfactory funding arrangements could be put in place to secure the property.

Following the clarification of a number of issues, the Board approved the acquisition of the property as proposed.

- 5/82 **Student Centre** The Director of Buildings attended for this item. Mr Priestley invited Board's attention to a report, dated 12 November 2002, proposing mechanisms for the development of a Student Centre which had been circulated. Mr Priestley advised Board that discussions about the establishment of a Student Centre had been taking place in College

over a long period and that in view of the issues which had been raised in the preparation of the Strategic Plan, the Students' Union considered it timely to request the Board to re-consider the issue as a matter of priority. Mr Priestley, noting that student facilities in College are, in the view of many students, well below the standard of those in all other Irish universities, invited Board's attention to the need for a Students' Centre under the three following headings:

- (a) *the need for adequate social space and the lack of a student focal point:* the recent proposal to introduce improved seating areas in a number of buildings in College will provide some limited social space for students but they will not provide a focal point on a sufficiently large scale to meet the needs of the student body as a whole.
- (b) *the need for a student venue for events:* there is a need to provide a suitable entertainment venue for students in College which will be in a position to cater for students' needs and tastes and be in a position to compete successfully with other venues in the City. Mr Priestley advised Board that the current management arrangements in the Buttery make it difficult for students to run successful events, noting that the style and comfort of the bar fall short of standards elsewhere.
- (c) *role of societies in College life:* there is currently a chronic shortage of adequate space for student societies, noting that a Student Centre would encourage interaction between individual societies and would improve the facilities available to them.

Mr Priestley, inviting Board's attention to a number of possible sites for a Student Centre, requested that the Strategic Plan give more prominence to the development of such a facility and that the Director of Buildings be asked in due course to investigate options for the Centre for discussion by relevant College committees. Mr Priestley also requested that consideration be given to including the development of a Student Centre on Trinity Foundation's fund-raising agenda.

Following a discussion of Mr Priestley's proposals, in which Board members expressed their strong support in principle for the development of a Student Centre, it was agreed that the Site and Facilities Committee, in the context of drawing up a second development control plan, would be asked to consider options for the location and cost of a Centre and report to Board in due course. The Board also agreed that the development of a Student Centre would be highlighted in the next draft of the Strategic Plan.

- 5/83 **Acta of the University Council** The Board confirmed Acta of the University Council from its meeting of 6 November 2002 subject to further comment covering the following: 9/A, 10/D, 11/A, 12/A, 13/B, 13/C, 13/D, 14/C.
- 5/84 **Strategic Plan 2002-2007 (see Actum 9/A of 6 November 2002)** The Senior Lecturer invited Board's attention to the report of the discussion on the strategic plan which had taken place at the meeting of the University Council.
- 5/85 **Quality Improvement and Quality Assurance (see Actum 10/D of 6 November 2002)** The Board noted that the procedural changes in the departmental review process arising from the agreement to publish summary reports on the College website.
- 5/86 **Working Party on Teaching and Learning (see Actum 11/A of 6 November 2002)** The Senior Lecturer advised Board that the report of the Working Party on Teaching and Learning had been discussed in detail by Council and that all academic staff had been invited by means of an email to submit their comments on the proposals. The Board noted that, following

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consideration of the comments received, the Working Party would present a proposal to Council on the implementation of the strategy and the arrangements for annual review.

- 5/87 Departmental Reviews (see Actum 12/A of 6 November 2002)** The Senior Lecturer invited Board's attention to the very favourable reviews which had been received by the Department of Hebrew, Biblical and Theological Studies and the School of Irish and Celtic Languages, noting that Council had approved the recommendations proposed for the Department and School respectively, the Faculties and the College.
- 5/88 Junior Promotions Committee (see Actum 13/B of 6 November 2002)** The Board on the recommendation of the University Council approved the recommendations as proposed in respect of the following Lecturers:
- (a) Dr Brian Espey (Physics);
 - (b) Dr Thomas Eoin O'Sullivan (Social Studies);
 - (c) Dr Linda Doyle (Electronic and Electrical Engineering).
- 5/89 Personnel and Appointments Committee (see Actum 13/C of 6 November 2002)** The Board confirmed the terms of this Actum arising from the memorandum from the Staff Secretary to Council, dated 30 October 2002.
- 5/90 Nominations for Appointment (see Actum 13/D of 6 November 2002)** The Board, on the recommendation of the University Council, approved the appointments as summarised in Appendix 1 to these Minutes.
- 5/91 Leave of Absence (see Actum 14/C of 6 November 2002)**
- (a) The Board confirmed the following application recommended by Dean and Head of Department concerned on the usual basis, satisfactory proposals having been made for provision for teaching and other needs:

Irish School of Ecumenics Dr Iain Attack – Hilary term 2003.
 - (b) The Board confirmed that Dr G Jane Farrar could defer her leave of absence for 2002-3 (approved by Council on 26 June 2002, Actum 60/B and by Board on 10 July 2002, Minute 13/340).
- 5/92 Finance Committee** The Board noted and approved the minutes of the meeting of the Finance Committee held on 6 November 2002.
- 5/93 Site and Facilities Committee** The Board noted and approved the minutes of the Site and Facilities Committee held on 5 November 2002.
- 5/94 Procedures for Elections to Seanad Éireann** Under Other Business, in response to a query from Mr Connolly, the Registrar undertook to review the provisions of the Seanad Electoral (University Members) Act, 1937 in the light of issues which had arisen in the course of the elections to Seanad Éireann which had taken place earlier this year, further undertaking to consult with the Registrar of the National University of Ireland if required.

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- 5/95 **PRTL Funding** In response to a query from Dr Lunney it was agreed to refer issues in relation to PRTL funding policies to the Research Committee.
- 5/96 **Sealing** The Board noted:
- Enterprise Centre, Pearse Street – Lease** The Seal of the College was put in duplicate to a lease of Unit 5.3 in the Trinity College Enterprise Centre to Nicola Emoe. [1/11/02]
- 5/97 **Higher Degrees** The Board noted Higher Degrees approved by the sub-committee of Board and Council on 21 October 2002.
- 5/98 **Proctors' Lists for Autumn Commencements** The Board noted that the Proctors' Lists were approved by the sub-committee of Board on 5 November 2002.
- 5/99 **TCD Association and Trust - Grant Applications - Michaelmas Term -** The Board noted and approved the recommendation of the TCD Association and Trust in relation to the Research Fund, and noted its recommendations in relation to the General Fund, circulated dated 8 November 2002, as follows:

Research Fund

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(a) Graduate Studies Committee – towards post-graduate travel	32,000
(b) Dr Claudia Wietek (Biochemistry): for attendance at International Cytokine Society Conference, Turin, 6-10 October 2002	800
(c) Dr Caroline Jefferies (Biochemistry): for attendance at International Cytokine Society Conference, Turin, 6-10 October 2002	500

General Fund

	€
(a) SS Students in Social Studies: towards Social Studies Peer Mentoring Programme, funds to be administered by Dr R Torode	500
(b) Senior Tutor: undergraduate travel fund	6,500
(c) DULBC/DUBC: purchase of second hand four-wheel drive Jeep, on condition that (i) the Boat Man is the only person eligible to drive the Jeep and (ii) an advertisement for the TCD Association and Trust to be displayed on each side of the Jeep	8,000
(d) DU Players: to support Irish Student Drama Association Festival 2003, to be hosted by the DU Players (€500 for advertisement for A&T and €200 each to sponsor two awards)	900

- 5/100 **Prizes and Other Awards** The Board noted and approved the following:

- (a) **T W Moody Fund Awards** Memorandum from Chairman, T W Moody Fund, circulated dated 25 October 2002;

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- (b) **Entrance Exhibitions Report – 2002** The Board noted and approved the report on the Entrance Exhibitions Awards for 2002, which had been circulated, recommending that awards be made to the four hundred and fifty eight students who had achieved more than 545 points (or equivalent) on their final school examinations. The Senior Lecturer also advised Board there will be a further small number of awards arising from the late registration of students and the up-grading of marks attained in the Leaving Certificate and other relevant examinations, the awarding of which the Board approved in principle.
 - (c) **Annie Anderson Memorial Prize, William Anderson Exhibition, Isabella Mulvaney Exhibition** memorandum from the Senior Lecturer, circulated dated 12 November 2002;
 - (d) **Postgraduate Travelling Scholarships in Medicine/Surgery** letter from Faculty Secretary, Faculty of Health Sciences, circulated dated 30 October 2002;
 - (e) **John Bennett Fund – 2002-03 Award** Ms Nkem Okonji (value €507.90);
 - (f) **Gold Medal** Senior Lecturer's recommendation, tabled dated 18 November 2002: *Bachelor in Nursing Studies* Nathalie Pallen.
- 5/101 Financial Assistance Committee** The Board noted and approved a memorandum from the Senior Tutor, circulated dated 1 November 2002.
- 5/102 Bequests and Benefactions**
- (a) **Patrick Hickey Prints** The Board accepted with appreciation a collection of 56 Patrick Hickey prints from Professor Cyril J Smyth, for Phase 2 of the Trinity Teaching Centre at St James's Hospital;
 - (b) **Ms E M Pasley Deceased** The Board noted a memorandum from the Treasurer, circulated dated 17 October 2002.
- 5/103 Nominations for Appointment** The Board approved nominations for appointment, as circulated (see Appendix 2 to these Minutes).
- 5/104 Tutorship** The Board noted that Dr Andrew Loxley (Education) replaces Professor Eiléan Ní Chuilleanáin (English).
- 5/105 Staff Matters – Early Retirement** The Board noted and approved a request from Mr Thomas Gorman (Grounds and Gardens) for early retirement from 1 January 2003 (normal retirement date 30 September 2008). In response to a query from Mrs O'Hara the Secretary advised Board that Mr Gorman's early retirement had been reviewed and was accepted by the Actuary of the Pension Fund.
- 5/106 Fellowship** The Board, noting Dr Morgan's resignation from Fellowship, further noted that in accordance with Chapter V, Section 3 of the Statutes it will not come into effect until 21 March 2003.

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- 5/107 **Advisory Committee for the Fund for the Visual and Performing Arts** The Board noted and approved recommendations, circulated, dated 12 November 2002.
- 5/108 **Board Minutes of 25 September 2002 – Minute 1/23** The Board noted that the name of the President of the Graduate Students’ Union should read ‘Mr Dylan Scammell’.
- 5/109 **Research Committee – Research Practice (see Minute 13/351 of 10 July 2002)** The Board noted and approved a memorandum from the Dean of Research, circulated dated 12 November 2002.
- 5/110 **Nominating Committees** The Board noted and approved the following:
- (a) **Careers Advisory Service – Careers Advisor (3 year contract post)**
Secretary
Senior Tutor
Mr S Gannon
Ms M O’Donnell
Ms O Tunney
 - (b) **Faculty of Arts (Humanities) – Administrative Support for Heads of Department (permanent post)**
Dean of Arts (Humanities)
Professor A D H Mayes
Ms A Anderson
Ms M Le Good
 - (c) **Senior Lecturer’s Area – Mature Student Officer (permanent post)**
Dean of Science
Ms V Jenkins
Ms P Callaghan

Signed:

Date:

Appendix 1 to Minute 5/90

Nominations for Appointment – Council 6 November 2002

Department	Post	Name & Qualifications	Start date	Termination date (if contract)
Clinical Medicine	Research Fellow	TEN BOKUM, Annemieke, MSc. (Wageningen, The Netherlands), Ph.D. (Erasmus, Rotterdam)	01/11/02	31/10/06
Clinical Surgery	Temporary Lecturer	RAOUF, Ali Arif, B.Sc. (Salahhadin, Iraq),	01/10/02	30/06/03
Electronic & Electrical Engineering	Research Fellow	JOYEAUX, Laurent, B.Sc. (Poitiers, France) MSc (Poitiers), Ph.D. (La Rochelle, France	01/11/02	31/10/03
Electronic & Electrical Engineering	Lecturer Part-time	BATES, John, M.Phil (Dubl.)	07/10/02	09/05/03
Electronic & Electrical Engineering	Lecturer Part-time (Music & Media Technologies)	HOLLY, Edward, B.Mus. (Dubl.), MA (NUI), M.Phil. (Dubl.)	07/10/02	09/05/03
Electronic & Electrical Engineering	Lecturer Part-time	CONWAY, Fionnuala, B. Mus. (NUI), M.Phil (Dubl.)	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	COSTELLO, Donnacha, B.A. (NUI)	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	CULLOTY, Gerry, B.Mus (Lond.) M. Ethno Musicology (Limerick)	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	DOYLE, Roger,	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	DRUMM, Owen, B. Sc. (Dubl.)	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	JOHNSTON, Fergus, Joseph., B.A. (Dubl.)	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	LOHAN, Natasha, B.A. (Mod) (Dubl.) M.A. (NUI)	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	McDONNELL, Maura, B.A. (NUI)	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	O'Toole, Larry, B.A. (Thames V.) Dip. Tonmeister	07/10/02	06/10/03
Electronic & Electrical Engineering	Lecturer Part-time	SIMPSON, Jurgen, M. Phil. (Dubl.)	07/10/02	06/10/03

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Law	Lecturer Part-time	McGOWAN, Fiona, BCL (UCD), B.L. (King's Inns), Dip Accounting (DCU)	01/10/02	30/09/03
Pharmacology & Therapeutics	Research Fellow	OVSEPYAN, Saak, M.Sc. (Yerevan, Armenia), Ph.D. (Sechenov Institute, St Petersburg)	To be arranged	3 years
Pharmacy	Lecturer in Community Pharmacy (part-time)	CONROY, Clare, Agnes, B.Sc. (Q.U.B.), Ph.D. (Q.U.B.), M.P.S.N.I.	01/11/02	31/10/07
Physics	Materials Scientist	KEELY, Chris, B.Sc. (NUI), Ph.D. (Dubl)	29/10/02	31/10/04
Pure & Applied Mathematics	Part-Time Lecturer	BRADLEY, Kevin G. T. B.A. (Mod) (Dubl), M.Sc. (Dubl) Ph.D. (Dubl)	01/10/02	30/09/03
Pure & Applied Mathematics	Part-Time Lecturer	FROST, Dermot, B.A. (Mod) (Dubl)	01/10/02	30/09/03
SFI Physics	Research Fellow (Part-time)	HOOVER, Rowan, Earle, B.Sc. (Sheff.), Ph.D. (Sheff.)	01/11/02	31/10/03
Surgery	Lecturer Part-time in Radiology	KEOGAN, Mary, B.A. (Mod) (Dubl) M.B., B.Ch., B.A.O., M.R.C.P.I., F.R.C.R.	01/10/02	30/09/07

Appendix 2 to Minute 5/103

Nominations to Board, 20 November 2002

Department	Post	Name & Qualifications	Start date	Termination date (if contract)
Secretary's Office	Internal Auditor	SHEERAN, Francis, ACA	01/11/02	N/A
Secretary's Office	Senior Web Designer	HORAN, Maura, M.Phil (Dubl)	18/11/02	17/11/07
Secretary's Office	Communications Officer	FISHER, Sally-Anne, B.A. (UCD), Dip Environmental Impact Assessment Mgmt (UCD) Dip. P.R. (DIT) M.A. Public Relations (DIT)	01/12/02	N/A
Computer Science	Systems Administrator	TOBIN, John, T., BA Mod. (Dubl.)	28/11/02	N/A
Library	Keeper (Collection Management)	FLOOD, Margaret, BA (NUI), Dipl. Info Studies (Dubl.), Postgrad Dipl. Librarianship (NUI)	06/09/02	N/A

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