

*Incorporating any amendments approved at subsequent Board meetings*

**The University of Dublin**

**Trinity College**

**Minutes of Board Meeting, 22 November 2006**

<i>Present</i>	Provost (Dr J Hegarty), Vice-Provost (Dr R M J Byrne), Registrar (Dr D J Dickson), Bursar (Dr D C Williams), Senior Lecturer (Dr C Kearney), Dr N J Biggar, Dr A Butterfield, Ms G Clarke, Ms M A Coffey, Dr A Donnelly, Mr H Kearns, Mr R Kearns, Ms D Keogh, Ms M Leahy, Dr M A Lynch, Dr E Mac Cárthaigh, Dr K J McGinley, Dr D P O'Donovan, Dr E J O'Halpin, Ms R Pe Palileo, Dr J A N Parnell, *Mr D Quinn, Mr B Sweeney, Dr J K Vij.
<i>Apologies</i>	Dr W J Blau, Dr J M Kelly, Dr A J Piesse.
<i>In attendance</i>	
<i>(ex officio)</i>	Secretary, Treasurer, Assistant Secretary.
<i>(by invitation)</i>	Acting Academic Secretary (for BD/06-07/061).
<i>(present for)</i>	* BD/06-07/054-061 (part)

**SECTION A**

- BD/06-07/054 Minutes** The minutes of the meeting held on 25 October 2006 were approved and signed subject to the following amendment:
- BD/06-07/025 Provostship – Procedures for appointing the next Provost** The phrase '(vi) the dual role of the Provost as Chairman of the Board and Chief Executive Officer of the College' was added to the end of the fourth paragraph of the minute.
- BD/06-07/055 Matters Arising from the Minutes** A number of matters arising from the Minutes were discussed and have been recorded below, (see Minutes BD/06-07/056, 057, 058, 059)
- BD/06-07/056 Provostship – Procedures for appointing the next Provost (see minute BD/06-07/025 of 25 October 2006)** The Secretary advised Board that Dr T N Mitchell had agreed to chair the Working Party established to bring forward proposals to Board on procedures for appointing the next Provost. He noted that nominations to membership of the Working Party had been received from the Fellows and that nominations from other groups in College were awaited. The Board noted that the proposed Terms of Reference and full membership of the Working Party would be presented to the Board at the next meeting and agreed that the inclusion of an External Member would be considered at the first meeting of the Working Party and a proposal brought to Board in due course.

**BD/06-07/057** **Review of the Statutes (see minute BD/06-07/026 of 25 October 2006)** The Registrar invited Board's attention to the proposed membership of the Working Party to review the Statutes:

Dr Eoin O'Dell (Chair)

Dr Mary Sharpe (nominated by the Lecturers' Forum)

Dr Sinead Boyce (nominated by the Trinity Research Staff Association)

Mr Paul Guinness (Maxwells Solicitors, the College's legal advisors)

Registrar

Nomination from the Standing Committee of Fellows (to be confirmed)

The Board approved the membership as proposed, noting that the Working Party would commence work immediately.

**BD/06-07/058** **Nominations for Appointment (see minute BD/06-07/030 of 25 October 2006)** In response to a query, the Secretary undertook to clarify the job titles of a number of number of appointments listed in the Appendices to the minutes.

**BD/06-07/059** **Finance Committee (see minute BD/06-07/038 of 25 October 2006)** In response to a query, the Secretary advised Board that issues in relation to the research and related accounts of a named Principal Investigator had been referred to the Senior Dean who would report to Board in due course.

**BD/06-07/060** **Provost's Report - Staff Office** The Provost invited Board's attention to the on-going staffing crisis in the Staff Office which had been brought to the attention of the Board in June/July 2006 (minutes BD/05-06/350 of 26 June 2006 and BD/05-06/379 refer) and which had been exacerbated by the recent resignation of the Staff Relations Manager. He advised Board that the underlying shortage of staff in all functions of the Staff Office was posing a very significant risk to the College.

The Provost advised Board that three one-year deputy positions had been created in the Staff Relations, Recruitment and Planning areas and that these fixed-term contracts were currently being filled. The Board noted that a number of reviews of the Staff Office had been carried out in recent years, all of which had pointed to the need to create such posts on a permanent basis. In view of the current crisis and the need to address it urgently there is a need to convert the three one-year posts into permanent positions.

In the course of a discussion, Board members noted that the current crisis is critical due to the on-going Change Process when very significant resources are required to address individual and collective staffing issues. The need to comply with the increasing volume of employment legislation and the demands of dispute resolution were also identified as key demands on the Staff Office. The need to resource the proposed internal dispute resolution forum was also noted.

The Board noted comments that the College's decision-making procedures are not conducive to speedy and effective industrial relations' negotiations and agreed that this should be addressed in the context of College governance and the implementation of the administrative re-structuring.

In response to queries, the Secretary advised Board that the appointment of three permanent positions as proposed would not jeopardise any future restructuring, as the posts have been clearly defined as being an integral part of any human resources

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function, and he noted that the additional annual cost to College would be in the order of €250,000.

The Board approved the conversion of the one-year deputy positions in each of the three Staff Office functional areas to permanent positions, noting that formal notification of these positions would be processed by the Personnel and Appointments Committee.

**BD/06-07/061 Academic Divisions (Clusters)** The Provost introducing the topic invited Board's attention to the background to the proposals which were being developed in relation to clustering academic units in College, noting that this was an issue he had raised at the first Board meeting of the academic year (minute BD/06-07/006 refers). He noted the importance of reaching a timely decision in relation to academic restructuring so that the consequent administrative and support restructuring could begin.

The Senior Lecturer invited Board's attention to the Report of the Working Group on Clusters which had been circulated and he presented its working arrangements and conclusions to the Board under the following headings:

- (i) remit and membership of the Working Group;
- (ii) consultation undertaken to date;
- (iii) agreed principles in final academic restructuring:
  - academic coherence in the organisation of disciplines;
  - academic pre-eminence in strategic and financial planning;
  - devolved decision-making and financial accountability and authority to academic units;
  - administrative and support services reorganisation to underpin academic activity;
  - student representation on College committees.
- (iv) the Working Group's conclusions and recommendations:
  - unanimous agreement on devolved decision-making to clusters;
  - clear majority for three clusters: Arts, Humanities and Social Sciences; Health Sciences; Engineering and Science;
  - a minority in favour of more than three clusters;
  - clusters to be titled Academy with a Vice-Provost and a Pro-Vice-Provost in each;
  - review College's committee structure and the role and number of Academic Officers;
  - phase out the existing faculty structure in an orderly manner.

The Senior Lecturer also invited Board's attention to the basis for the recommendation for three clusters, noting that the three cluster model satisfies all five key principles whereas a model with five or more does not, also noting that the three cluster model will deliver greater economies of scale and greater administrative efficiency. The Working Group concluded that a three cluster model would facilitate devolution of budgets and meaningful decision-making to academic units, as well as providing better services to staff and students.

The Senior Lecturer outlined an example of an initial composition of a cluster, noting that devolution will allow clusters to establish an organisational structure that best suits their specific requirements. He advised Board that while there will be additional costs associated with the establishment of clusters, they will be met, in the first instance, by SIF and the Change Fund. The Board noting the proposed relationship between ARAM and clusters further noted the Working Group's suggestions that:

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- (a) Schools will continue to be ARAM nodes;
- (b) the calculation of ARAM will be based on College-agreed mandatory principles to ensure equity in the distribution of budgets;
- (c) a new Strategic and Financial Planning Committee will sign-off on the ARAM allocations;
- (d) the Vice-Provost of each cluster will be accountable for the budget allocated to his/her cluster and will have authority and responsibility for strategic and financial planning in clusters;
- (e) decision-making in respect of staff recruitment, strategy, financial planning etc. will be devolved to Schools through the cluster;
- (f) appropriate measures will be put in place to ensure compliance with College and external regulations as well as to ensure equity and transparency.

The Board also noted the Working Party's views in relation to the selection of Vice-Provosts and its preference for an election process, with appointees being at professorial level, having at least three years experience in senior academic administrative positions and having a strong research and teaching record. The Senior Lecturer advised Board that the Working Group did not seek to be overly prescriptive in determining procedures for clusters and that it was envisaged that each cluster would have a degree of flexibility in its operations.

In conclusion, the Senior Lecturer invited Board's attention to the consultation process which would take place before the Board meeting on 12 December 2006 and to the immediate implications of a decision to adopt the cluster model, including a review of the College's committee structure and the role and number of Annual Academic Officers, a review of the Statutes and the start of the reform of administrative and support services to align with the new academic structures.

Professor O'Halpin, a member of the Working Group, elaborated on a number of the points made by the Senior Lecturer and noted that, in his view, the College community was satisfied that Schools had become effective instruments of governance which protected disciplines and smaller over-funded departments. He stated that, as ARAM and other innovations had begun to achieve their objectives, the Working Group had approached its task as assisting in the completion of the restructuring process rather than undoing what had already been achieved. He noted a number of shortcomings in the current structure which the Working Group had endeavoured to address based on the key principles identified in the Report. He expressed concern that colleagues in administration, upon whom the greatest change in working conditions was likely to fall, could be alienated through badly timed and ill-thought out further restructuring and he stated that effective action was required to address the chronic deficit in the delivery of administrative services across College, including substantial devolution of decision-making in a responsible and accountable manner which, in turn, would be dependent upon the clustering of academic units into units of sufficient scale to justify real decentralisation.

The Board noted Professor O'Halpin's comments in relation to the need for balance in the management of clusters which had led to the recommendation that, in addition to a Vice-Provost, there should also be a Pro-Vice-Provost to represent constituencies other than that of the Vice-Provost. He supported the Working Group's proposal that the appointment of Vice-Provosts and Pro-Vice-Provosts should be by election within the cluster, with a nomination process to ensure that candidates had the requisite experience and skills, and with the Provost having a veto on candidates for election.

Dr. O'Halpin also invited attention to reservations expressed by a minority of the Working Group membership in relation to the optimum number of clusters and to the view that there was no coherent academic argument for choosing three clusters, and

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that five or more clusters should be attainable in a way to meet the desired improvements in administration and the devolution of decision making. He noted that some members of the Working Group had stated, that, for reasons of academic coherence, collegiality and organisational symmetry, Science should be in a stand-alone cluster and that its inclusion with Engineering in a single cluster would inevitably bring confusion and conflict. The Board noted that informal consultation across the Faculty of Science, carried out by email in advance of the Working Group's deliberations, had confirmed this view.

In conclusion, Professor O'Halpin invited Board's attention to a number of issues which had arisen at a recent Fellows' meeting where the need for change from the existing system was questioned and the value of consultation without incorporating all views in the final solution was queried. Fellows had questioned the apparent speed with which the decision on the introduction of clusters was required, particularly as further restructuring would probably require Statutory change, a task currently being addressed by a newly-formed Working Party. The value of retaining the role of Principal Committees in the governance of the College had been stressed by Fellows. The Board noted that Fellows had rejected the term 'academies' for the new clusters.

Professor Parnell, who was also a member of the Working Party, supported the comments made by Professor O'Halpin and advised Board that his opinion on the number of clusters had changed over the course of the Working Party's deliberations because of the evidence produced in discussion and elsewhere. He stated that the clusters offered real opportunity for decentralization and that he had moved from support for Science's independence as a unit to one which supported the three cluster grouping. He also advised Board that a number of Fellows had expressed a desire for the College to reach equilibrium in terms of restructuring as soon as possible.

The Provost thanked the Senior Lecturer and the members of the Working Group for their report and advised Board that it was hoped that, following the discussions and consultations in different fora as identified by the Senior Lecturer, the Board would be in a position to make a decision based on final proposals from the Working Group at its meeting on 12 December 2006.

In a long and wide-ranging discussion the following points were made by Board members:

- there is a risk that, due to the differing numbers of Schools in the current Faculties being combined into one cluster, some academic units will be over-shadowed in the decision-making process; the example of the Faculty of Engineering Systems Sciences with two constituent Schools merging with the Faculty of Science with five Schools and one Vice-Deanery was cited to illustrate this point. The importance of the role of the Pro-Vice-Provost in ensuring representative balance between different academic areas was noted;
- differences in the teaching objectives of Science and Engineering were not considered to be an obstacle to a cluster comprising the two areas;
- the case as to why clusters are necessary in the first instance has not yet been made and it may be difficult to sell to the College community;
- it is now time to move forward and complete the restructuring process even though no one system will be perfect and the representative positions of all parties will not be fully satisfied;
- care will have to be taken to ensure that existing agreed staffing and industrial relations procedures will be maintained should clusters have their own human resources functions;
- the Trade Union Groups should be included in the consultation process;

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- it was agreed that the Report of the Working Party on the web would be designated as a discussion document.

The Student members of Board advised that, in principle, the Students' Union and the Graduate Students' Union supported the idea of three clusters and invited Board's attention to a number of concerns in relation to the need to protect academic diversity within the coherence of the proposed model and to provide safeguards for those disciplines which are currently over-funded in the ARAM. They welcomed the inclusion of students' representatives on committees as a key principle underpinning the proposals. The absence of a postgraduate student on the Working Group was noted and a number of issues of particular concern to postgraduate students were raised including the need to have academic flexibility which will facilitate postgraduate study across clusters.

Dr O'Donovan invited Board's attention to concerns expressed by the Audit Committee that all major decisions should be taken by the Board in the context of a detailed risk assessment in which the risks associated with taking, and not taking, certain decisions are clearly articulated.

The Senior Lecturer, and the Acting Academic Secretary, present by invitation, clarified technical queries in relation to the proposals. The Board noted the Senior Lecturer's comments that much of the impetus for the development of clusters came from the Heads of School and was supported by the Deans' Committee and Council indicating that there is an appetite for change among these groups.

In response to a query, the Provost advised Board that proposals being developed for an Academic Medical Centre would not remove the School of Medicine from within the College's structures. The Board noted that different clusters may have different relationships with outside bodies but that these would be addressed in the context of overall College governance.

In response to a query, the Acting Academic Secretary advised Board that administrative and support staff in Faculties, Schools and central areas are being consulted and it is hoped that when the new structures are embedded much of the central administrative burden associated with twenty two Schools and two Vice-Deaneries will be relieved.

The Provost and the Board thanked the Senior Lecturer, the Acting Academic Secretary and the Working Party for their excellent report, noting that a final version will be prepared following the consultation period which will be considered by Board on 12 December 2006.

**BD/06-07/062 New Model Superannuation Scheme** The Secretary advised Board that it was expected that the Department of Finance and the Department of Education and Science would formally approve a Model Superannuation Scheme for the College over the coming weeks, following which Board approval would be sought for its adoption in College. In response to a query, the Secretary advised Board that the new Scheme applies to staff recruited after 1 February 2005 and that new appointees are currently making contributions under the Scheme and that funds are being held in a College suspense account pending formal approval of the Scheme. The Secretary clarified a number of technical issues and undertook to provide a detailed paper for the Board when the final terms of the Scheme are known.

**BD/06-07/067 Acta of the University Council** The Board confirmed Acta of the University Council from its meetings of 8 November 2006 subject to further comments covering CL/06-07/036, 037, 038, 040.

**BD/06-07/068 Academic Appeals Committee (see Actum CL/06-76/036 of 8 November 2006)** The Board confirmed the terms of this Actum.

**BD/06-07/069 Nominations for Appointment (see Actum CL/06-76/037 of 8 November 2006)** The Board, on the recommendation of the University Council, approved the appointments as summarised in Appendix 1 to these Minutes.

**BD/06-07/070 Junior Promotions Review 2006 (see Actum CL/06-07/038 of 8 November 2006)** The Board confirmed the recommendation of the University Council in respect of the following nominations for promotion from the Junior Promotions Committee:

- (i) **Merit Bar Review** The following Lecturers to be permitted to proceed beyond the Merit Bar at the date appropriate in each case:

Dr J Murphy (Surgery)  
Dr S Pavia (Civil Engineering)

- (ii) **Transfer to the Grade of Lecturer** The following to be transferred to the grade of Lecturer (above the Merit Bar) with effect from 1 October 2006:

Dr N Allott (Manager of the Centre for the Environment)  
Dr S Waldren (Curator of the Botanic Gardens)

## SECTION B

**BD/06-07/071 Personnel and Appointments Committee (see Actum CL/06-07/040 of 8 November 2006)** The Board noted, and where appropriate, approved proposals in the draft minutes of the Personnel and Appointments Committee from its meeting of 25 September 2006.

**BD/06-07/072 Resource Management Committee** The Board noted, and where appropriate, approved proposals in the draft minutes of the meetings of the Resource Management Committee on 17 October 2006 and 13 November 2006.

## SECTION C

**BD/06-07/073 Higher Degrees** The Board noted Higher Degrees, approved by the sub-committee of Board and Council on 24 October 2006, as circulated.

**BD/06-07/074 Proctors' Lists for Autumn Commencements** The Board noted that the Proctors' Lists were approved by the sub-committee of Board and Council on 7 November 2006.

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**BD/06-07/075 Prizes and Other Awards** The Board noted and approved the following:

- (i) **John Bennett Fund (Calendar T4)** Bursary for 2006-2007 (value: €507.90) to be awarded to Ms A Wilson (06418783);
- (ii) **Jean Montgomery Fund (Calendar T3)** Bursary for 2006-2007 to be awarded to Mr M T Fitzpatrick (03030067);
- (iii) **Law Students' Quatercentenary Fund (Calendar T5)** €700 from the fund to be awarded to Mr M Moran (03346196) for 2006-2007;
- (iv) **Henry Flood Bequest** On the recommendation of the Graduate Studies Committee, Mr Patrick Lyons (00159956) is nominated for a research award of €8,000 for 2006/07;
- (v) **Billy Roberts Memorial Prize** Memorandum from the Treasurer, circulated, dated 31 October 2006;
- (vi) **Financial Assistance Awards** The Board noted and approved the recommendations of the Financial Assistance Committee for awards, Hilary, Trinity and Michaelmas Term 2006.

**BD/06-07/076 Entrance Exhibitions 2006** The Board noted and approved the following:

- (i) **Report** Memorandum from the Senior Lecturer, circulated, dated 15 November 2006 and report;
- (ii) **Awards 2006** Memorandum from the Senior Lecturer, circulated, dated 15 November 2006.

**BD/06-07/077 Bequests and Benefactions** The Board noted the gift from Dr J N Wilson, of Woking, Surrey, of medals which had been awarded to his father-in-law, Dr A F Kerr and to the latter's brother Mr W J Kerr (Large Gold Medal, Digges La Touche Medal in silver of the University Philosophical Society 1909-1910, DU Harriers Silver Medal).

**BD/06-07/078 Douglas Hyde Gallery Board – Chair** The Board noted and approved the nomination of Professor N M McGowan as Chair of the Douglas Hyde Gallery Board, with effect from 1 December 2006, succeeding Professor F P Ruane, who has resigned.

**BD/06-07/079 Board Minutes – Corrections**

- (i) **5 July 2006 – BD/05-06/385 Senior Promotions (ii) Senior Lectureship** Correct (English) to '(French)' after the name of Dr S E Alyn Stacey.
- (ii) **27 September 2006 - BD/06-07/004 – Communications** Insert the words 'per annum' after €150,000 on line 4 of the third paragraph.

**BD/06-07/080 National Digital Research Centre Limited**

- (i) **Director** The Board noted and approved the nomination of the Associate Dean of Research (Dr D G Lloyd) (currently interim Director) as the TCD Director on the Board of the National Digital Research Centre Limited.
- (ii) **Memorandum and Articles of Association** The Board noted that the Memorandum and Articles of Association have been amended to comply with the requirements of the Revenue Commissioners to facilitate attainment of charitable status for the entity.

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**BD/06-07/081 Disciplinary Panel – Deputy Chair** The Board noted and approved the appointment, following consultation with the Academic Staff Association, of Mr George Birmingham as Deputy Chair of the Disciplinary Panel for three years from 22 November 2006 to 21 November 2009.

**BD/06-07/082 Partnership Committee – Towards 2016 - Agreed Action Plan** The Board noted the following:

- (i) Letter from the Provost to the Chairman, Education Sector Performance Verification Group, circulated, dated 2 November 2006;
- (ii) *Towards 2016: Action Plan – Trinity College Dublin*;
- (iii) Report of Partnership Committee, circulated, dated 13 November 2006.

In response to a query, the Secretary agreed to address Dr McGinley's concerns about the wording of a section in the *Towards 2016: Action Plan*.

**BD/06-07/083 Memorandum of Understanding between the Coombe Lying in Hospital, the Rotunda Hospital and the University of Dublin, Trinity College** The Board noted that a Memorandum of Understanding was signed on 10 November 2006 by the Provost, the Dean of the Faculty of Health Sciences and the Director of the School of Nursing and Midwifery in respect of all pre-registration midwifery education programmes.

**BD/06-07/084 Scholarship – Request for Intermission** The Board approved the Senior Lecturer's request for the following requests for a second year of intermission of Scholarship/Non-Foundation Scholarship in 2006-2007:

- (i) **00701025** Foundation Scholar –previously intermitted in 2002/2003;
- (ii) **01403966** Non-Foundation Scholar – previously intermitted in 2005-2006;
- (iii) **01379097** Non-Foundation Scholar – previously intermitted in 2005-2006;
- (iv) **05156378** Non-Foundation Scholar – previously intermitted in 2004-2005.

**BD/06-07/085 Nominations for Appointment** The Board approved the nominations for appointment as summarised in Appendix 2 to these Minutes.

**BD/06-07/086 Nominating Committees** The Board noted the following memberships:

- (i) **College Health Service – College Health Nurse – Administrative Grade 2 (indefinite duration)**  
Medical Director, College Health Service (Dr D McGrath)  
Dr N Murphy  
Nurse C Conway  
Mr B Misstear  
Nurse B Lenehan (UCD)
- (ii) **Staff Office - Staff Secretary – Senior Administrative Grade 1 (permanent)**  
Vice-Provost  
Secretary  
Treasurer  
Dr J B Foley  
Mr H Kearns  
Mr C McNairney (NUI Galway)

- (iii) **Trinity Access Programme – Administrative Officer – Administrative Grade 3 (indefinite duration)**  
Assistant Secretary to the College  
Ms A Anderson  
Dr M J Carroll  
Ms C Hannon

**BD/06-07/087 Headship of the School of English 2006-2009** The Board noted and approved the nomination of Professor S J Matterson as Head of the School of English from 13 July 2006 to 12 July 2009.

Signed: .....

Date: .....

## Appendix 1 to Minute BD/06-07/

**Nominations for Appointment (see Actum CL/05-06/0037 of 8 November 2006)**

<b>Department</b>	<b>Post</b>	<b>Name and Qualifications</b>	<b>Start date</b>	<b>Termination date (if contract)</b>
Biochemistry & Immunology	Research Fellow	CUNNINGHAM, Colm, B.A, Ph.D. (Dubl.)	23-10-2006	22-10-2010
Botany	Part-time Lecturer	SMITH, George Francis, B.Sc. (Notre Dame), M.Sc. (Tennessee), Ph.D. (Dubl.)	09-10-2006	29-06-2007
Centre for Bio- engineering	Research Fellow	JACKSON, Andrew, B.A. (Dubl.), Ph.D. (Glas.)	16-10-2006	15-10-2008
Centre for Research in I.T. in Education	Visiting Research Fellow	MARSHALL, Kevin, B.A. (Hull), M.Sc. (Boston)	01-10-2006	30-09-2007
Centre for Research in I.T. in Education	Visiting Research Fellow	O' CONNOR, Theresa, B.A., H.Dip. (N.U.I.), M.A., Ph.D. (Conn.)	01-10-2006	30-09-2007
Chemistry	Lecturer	CORR, Serena Ann, B.A. (Dubl.)	01-10-2006	30-09-2007
Chemistry	Research Fellow	TAYLOR, Justine, B.Sc. (Windsor, Canada), Ph.D. (Alta.)	23-10-2006	22-10-2008
Chemistry	Lecturer	COLLINS, Emily, B.Sc. (Imperial College, London), Ph.D. (E.Anglia.)	01-10-2006	30-06-2007
Clinical Medicine	Part-time Lecturer	HOUGH, Sharon, B.Sc. (R.C.S.I.), M.Sc. (Dubl.)	01-10-2006	30-09-2007
Clinical Medicine	Research Fellow	MANGAN, Niamh, B.Sc. (N.U.I.), Ph.D. (Dubl.)	01-10-2006	30-10-2007
Clinical Medicine	Research Fellow	FALLON, Padraic Gerard, B.Sc. (E. Lond.), M.Sc., Ph.D. (Wales)	01-10-2006	30-09-2007
Computer Science & Statistics	Senior Lecturer	LEAHY, Denise, B.Sc., M.A. (Dubl.), M.Sc. (N.U.I.)	01-11-2006	Permanent
Computer Science & Statistics	Research Fellow	LI, Xuchun, B.Eng (Northwestern Polytechnic U), Ph.D. (Nanyang Technological U, Singapore)	01-12-2006	30-11-2008
CRANN / Physics	Research Fellow	KILPATRICK, Jason, B.Sc., Ph.D. (Newcastle, NSW)	01-01-2007	30-06-2007
CRANN / Physics	Research Fellow	PHILIPS, Michael Andrew, M.Sc., Ph.D. (Nott.)	15-01-2007	30-06-2007
Drama	Lecturer	BRADY, Sara, B.A. (Lehigh,U.S.A.), M.A., Ph.D. (N.Y.)	02-10-2006	01-10-2007
Economics	Part-time Lecturer	KEENEY, Mary, B.A., Ph.D. (N.U.I.)	09-10-2006	08-12-2006
Economics	Part-time Lecturer	MC GOLDRICK, Peter, Ph.D. (Dubl.)	09-10-2006	30-06-2007

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Economics	Part-time Lecturer	DAVIES, Ronald, M.A., Ph.D. (Penn.), M.A., B.A. (Miami)	08-01-2007	09-03-2007
Economics	Part-time Lecturer	WHELAN, Karl, B.A., Ph.D. (Dubl.)	09-10-2006	30-09-2007
Engineering	Lecturer/Co urse Director	CONWAY, Fionnuala, B.Mus (N.U.I.), M.Phil. (Dubl.)	01-10-2006	31-07-2007
Engineering	Part-time Lecturer	HARTE, Naomi, B.A., B.A.I. (Dubl.), Ph.D. (Belf.)	01-10-2006	30-09-2007
Engineering	Part-time Lecturer	FLEMING, Michael, B.A., M.Phil. (Dubl.)	09-10-2006	08-10-2007
Engineering	Part-time Lecturer	MC DONNELL, Maura, B.A., M.Phil. (N.U.I.)	09-10-2006	08-10-2007
Engineering	Part-time Lecturer	EADIE, Jimmy, M.Phil. (Dubl.)	09-10-2006	08-10-2007
Engineering	Part-time Lecturer	DRUMM, Owen, B.Sc. (Dubl.)	09-10-2006	08-10-2007
Engineering	Part-time Lecturer	DOYLE, Roger	09-10-2006	08-10-2007
Engineering	Part-time Lecturer	DOYLE, Eamonn, B.Sc. (N.U.I.), M.Phil. (Dubl.)	09-10-2006	08-10-2007
Engineering	Part-time Lecturer	BATES, John, M.Phil. (Dubl.)	09-10-2006	08-10-2007
Engineering	Research Fellow	CALLANAN, Owen, B.A. (Dubl.)	01-08-2006	31-12-2007
Engineering	Research Fellow	SANDHYA, Keekana, B.Sc., M.Sc., Ph.D. (M'lore.)	13-10-2006	30-09-2008
English	Lecturer	O' CONNELL, Brendan, B.A. (Dubl.)	02-10-2006	01-10-2007
English	Lecturer	COLEMAN, Philip, B.A. (N.U.I.), M.Phil., Ph.D. (Dubl.)	01-01-2007	Permanent
Genetics	Research Fellow	MADRIGAL-ESTEBAS, Laura, B.Sc., H.Dip. (Universidad Complutense de Madrid), Ph.D (Dubl.)	01-10-2006	30-09-2007
Geology	Research Associate	MEIGHAN, Ian Gordon, B.Sc., Ph.D. (Edin.)	13-10-2006	12-10-2009
Geology	Research Fellow	MUTTEQUIN, Bernard, M.Sc., Ph.D. (Liege)	01-10-2006	30-09-2008
Haematology	Research Fellow	LARKIN, Deirdre, B.Sc. (H.E.T.A.C.), Ph.D. (R.C.S.I.)	01-10-2006	30-09-2009
Haematology	Research Fellow	PRESTON, Roger, B.Sc. (Aberd.), Ph.D. (Lond)	01-10-2006	30-09-2009
Haematology	Research Fellow	TERRAUBE, Virginie, B.Sc. (Pontoise), Ph.D. (Paris)	01-11-2006	31-10-2009
Histories & Humanities	Part-time Lecturer	MURPHY, Alexandra, B.A. (C.England), M.Phil. (Dubl.)	11-09-2006	10-09-2007
IIIS	Research Fellow	THEODOROPOULOU, Sotiria, B.A., M.A. (Athens), M.Sc. (Lond.)	01-10-2006	31-08-2007
Irish School of Ecumenics	Research Fellow	MC SWEENEY, Bill, B.A. (Essex.), B.Phil. (York.), Ph.D. (Dubl.)	01-10-2006	30-09-2009

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Law	Research Associate	FELDMAN, Estelle, M.A., M.B.A., Dip. in Counselling & Career Guidance (N.U.I.), LL.B. (Wales)	01-10-2006	30-09-2007
Law	Research Associate	TRAVERS, Noel, B.C.L., LL.M. (N.U.I.), LL.M. (Bruges.)	01-10-2006	30-09-2007
Mathematics	Research Fellow	SKULLERUD, Jonavir, B.A., M.Sc. (Trondheim), Ph.D. (Edin.)	01-10-2006	30-09-2007
Medical Gerontology	Research Fellow	COYLE, Linda Marie-Josee, B.Sc. (Dubl.), M.A. (N.U.I.)	01-09-2006	31-08-2007
Medicine	Lecturer	LITHANDER, Fiona, B.Sc. (Ulster.), Ph.D. (Cantab.)	23-10-2006	22-10-2007
Medicine	Part-time Lecturer	DONOHUE, Denis, M.B. (N.U.I.), D.OBST (R.C.O.G.), D.Ch. (N.U.I.), M.A. (R.C.S.I.)	11-10-2006	10-10-2007
Microbiology	Research Fellow	STOBEL, Daniel, B.A. (Pomana College, U.S.A.), Ph.D. (Stony Brook, USA)	01-01-2007	31-12-2010
Nursing & Midwifery	Lecturer	DOYLE, Carmel, RMNH, RSCN PostGrad. Dip. in Clinical Health Sciences, PostGrad. Dip. in Paediatric Nursing (Dubl.)	11-09-2006	10-09-2009
Paediatrics	Clinical Professor	TREACY, Eileen Patricia, M.B, B.Ch., B.A., B.A.O. (Dubl.)	01-02-2006	31-01-2009
Paediatrics	Part-time Lecturer	QUINN, Shoana, M.B., B.Ch., B.A.O. (N.U.I.)	01-09-2006	31-08-2009
Pharmacology & Therapeutics	Research Fellow	BARRON, Thomas, B.Sc. (Sund.), M.Sc. (Dubl.)	01-10-2006	31-03-2008
Pharmacology & Therapeutics	Visiting Research Fellow	O' HARA, Tom, B.Sc. (N.U.I.), Ph.D. (Dubl.)	16-10-2006	15-10-2008
Pharmacology & Therapeutics	Visiting Research Fellow	TILSON, Lesley, Ph.D. (Dubl.)	11-10-2006	10-10-2009
Philosophy	Research Fellow	LEON, Enrique, B.Eng. (UNITEC), M.Sc. (Calgary.)	01-11-2006	31-10-2008
Physics	Lecturer	FERREIRA, Mauro, B.Sc., M.Sc. (U Federal Fluminense, Brazil), Ph.D. (Lond)	01-11-2006	Permanent
Physics	Lecturer	BRADLEY, Louise, B.Sc. (N.U.I.), M.Sc., Ph.D. (Dubl.)	01-11-2006	Permanent
Physics	Lecturer	MC GUINNESS, Cormac, B.Sc., Ph.D. (N.U.I.)	01-11-2006	Permanent
Physics	Research Fellow	WANG, Zhitoa, B.Sc. (Hebei U, China), Ph.D. (Chinese Academy of Sciences)	01-12-2006	30-11-2007
Physics	Visiting Research Fellow	ANDRES, Javier Arranz, Lic en CC. Quimicas, Doctor en CC Quimicas (UAutonoma de Madrid)	01-09-2006	03-09-2008
Physiology	Chief Technician	PENNEY, Lesley, Dip. (Institute of Medical Laboratory Technology, London)	01-10-2006	Permanent
Policy Institute	Research Associate	HEALY, Thomas, B.A., M.A., Ph.D. (N.U.I.)	01-10-2006	30-09-2007
Policy Institute	Research Associate	PURCELL, Declan, M.Sc. (Dubl.)	01-10-2006	30-09-2007

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Policy Institute	Research Associate	TEAGUE, Paul, Ph.D. (Lond)	01-10-2006	30-09-2007
Policy Institute	Research Associate	HEYLIN, James, B.A. (Dubl.)	01-10-2006	30-09-2007
Psychiatry	Research Fellow	O' DUSHLAINE, Colm, B.Sc. (N.U.I.)	01-11-2006	31-10-2007
Psychiatry	Research Fellow	KENNY, Elaine, B.Sc. (N.U.I.)	01-11-2006	31-10-2007
Social Work & Social Policy	Associate Research Lecturer	MAYOCK, Paula, B.Ed., M.Ed. (N.U.I.), Ph.D. (Dubl.)	01-07-2006	Indefinite Duration
Sociology/ Geography	Broad Curriculum Lecturer	BUTCHER, Melisa, B.A. (C.Sturt), M.Phil. (Dubl.), Ph.D. (Macq.)	11-12-2006	31-12-2008
TCIN	Visiting Academic	GOODALL, Glyn, B .A. (Utah State), D.Phil. (Sus.)	28-09-2006	27-09-2008

## Appendix 2 to Minute BD/06-07/

<b>Department</b>	<b>Post</b>	<b>Name and Qualifications</b>	<b>Start date</b>	<b>Termination date (if contract)</b>
Business	Part-time MBA Director	DOOLEY, Vincent Patrick, M.Sc. (Dubl.)	06-11-2006	30-09-2007
Information Systems Services	User Support Programmer	O'DONOGHUE, Sinead, B.Sc. (Dubl.)	01-11-2006	Permanent
Information Systems Services	User Support Programmer	BYRNE, Ciaran, B.Sc. (Carlow I.T.)	01-11-2006	Indefinite Duration
Information Systems Services	User Support Programmer	MATTHEWS, Paul, B.Sc. (D.C.U.)	01-11-2006	Indefinite Duration
Psychiatry	Research Officer	HILL, Matthew, Ph.D. (Belf.)	20-11-2006	19-11-2007
Secretary's Office	Assistant Internal Auditor	MC GEE, Brian, B.Comm (N.U.I.), F.C.A.	09-10-2006	Permanent
Staff Office	Junior Business Analyst	FITZGERALD, Lisa, Dip. in I.T., Cert. in Application Programming (City & Guilds)	23-10-2006	22-10-2007