



President's Annual Report

October 2015 to September 2016



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President's Introduction



The past 12 months have been truly historic for Dublin City University. We have marked the conclusion of the incorporation process. Now the real work begins.

Incorporation has allowed for a major expansion in student numbers. Alongside the expansion of the student population, DCU now has three academic campuses in the Glasnevin-Drumcondra area, making it Ireland's fastest growing university. Drawing on the proud traditions of St Patrick's College, the Mater Dei Institute and the Church of Ireland College of Education, we have established Ireland's first faculty of Education, The DCU Institute of Education. Indeed, with more than 120 full-time academics and a cohort of nearly 4,000 students, it is now one of Europe's largest Education faculties.

This report captures not only DCU's strength in the field of Education, but also features a sample of our innovation and excellence in other disciplines, research areas and activities. In the realm of Human Health, the report provides examples of the University's leadership in addressing a range of important challenges such as dementia, sight loss and cardiovascular disease. You will also see that our innovation campus DCU Alpha is creating exciting new solutions to a range of societal issues, over the past 12 months.

This year we also embarked on an exciting new journey towards greater equality and diversity in the DCU staff community. The launch of the Women in Leadership suite of initiatives is designed to increase the number of females attaining senior academic positions. By offering supports, mentorship and by highlighting strong role models, Women in Leadership aims to encourage the next generation of female leaders to make their mark at DCU.

Finally, we were delighted to announce the re-appointment of Dr Martin McAleese as Chancellor of the University for a second 5-year term. He has played an important role in guiding the University in his first term. As Chancellor, Dr McAleese works closely with DCU Governing Authority to ensure good governance, integrity and accountability across the University, exercising oversight of the university's strategic direction, approving the strategic plan and ensuring its successful implementation. We wish him our best for the next five years.

Best Wishes,

Prof Brian MacCraith

DCU's Expanding Horizons



Signing the legal documents finalising Incorporation. Back: Chief Operations Officer Dr Declan Raftery, Director of Human Resources Marian Burns, Director of Finance Ciaran McGivern. Front: DCU President Prof Brian MacCraith, DCU Chancellor Dr Martin McAleese.

It was a momentous year for Ireland's fastest growing university, as DCU completed the Incorporation Programme, established Ireland's first Education Faculty and reached an agreement for the purchase of All Hallows College.

Friday 30th September was a historic day for Dublin City University, marking the completion of the DCU Incorporation programme. With the signing of all legal documents underpinning the Incorporation programme, the 4-year process was brought to a successful conclusion.

Reaching this milestone depended heavily on hard work and dedication by hundreds of individuals across the four institutions - Church of Ireland College of Education (CICE), DCU, Mater Dei Institute of Education and St Patrick's College, Drumcondra.

Incorporation marks an exciting new chapter in DCU's history. The journey has now truly begun as we collectively aim to advance education, learning, research and innovation in the expanded university and thereby contribute to positive transformation in our shared society. The University community is already seeing the benefits of the addition of staff and students from the incorporating institutions.



All Hallows Campus



Mater Dei Institute



St Patrick's Campus



Incorporation has allowed the creation of the DCU Institute of Education, with the coming together of the Education expertise of CICE, Mater Dei Institute of Education and St Patrick's College. This is a significant milestone for the University, and for Irish education as a whole. The Institute is Ireland's first full Faculty of Education, with a staff of more than 125 full-time academics and a student body of almost 4,000. It is already one of Europe's largest Education Faculties.

The new Institute brings together students of education across all sectors from early childhood, to primary and post-primary and further education and training. As well as providing a range of undergraduate programmes in education, the Institute offers a rich menu of taught and research-based postgraduate programmes at doctoral, master's, diploma and certificate levels.

As a centre of expertise and excellence in teacher education and education more generally, it hosts a range of research centres in key areas of priority and has an ambitious programme of research across education. With internationally recognised experts in policy, curriculum and pedagogy, assessment and teacher education, the Institute provides a learning environment that is student-centred and inclusive.

This year, DCU also finalised the purchase of the All Hallows Campus - another positive step in DCU's development and expansion. The purchase of the 6.74 hectare site in Drumcondra secures the educational mission of the campus and facilitates existing students in the completion of their studies.

DCU is proud to be able to continue the long tradition of education associated with All Hallows. In honour of its 174 year legacy, All Hallows College hosted a Festival Week last July to celebrate the College's work and achievements from 1842 to 2016. The College has had links with DCU since 2004. The newly designated DCU All Hallows Campus is an integral part of our vision for a new DCU as we build capacity and develop new facilities for Ireland's fastest growing university.



Healthy Progress

The past year has seen exciting developments in DCU research in the areas of Health and Human Science. DCU researchers are tackling stroke, sight loss and heart disease, and collaborating across disciplines to come up with 21st Century approaches to patient care.

FIRST CORNEAL STEM CELL TRANSPLANT CONDUCTED IN IRELAND

Research at DCU's National Institute for Cellular Biotechnology (NICB) has led to Ireland's first ever Limbal Stem Cell transplant on 7th June 2016 at the Royal Victoria Eye and Ear Hospital (RVEEH). The sight-saving surgery restores transparency to the cornea - the transparent dome on the front of the eye. But it relies on an intact limbal cell source in the recipient for long term success.

A team at the NICB, led by Dr. Finbarr O'Sullivan, Dr Kishore Reddy and Dr Clair Gallagher, developed a process for growing limbal stem cells which was then adopted by the Eye Bank at the Irish Blood Transfusion Service (IBTS).

Co-Lead NICB researcher on the project, Dr. Finbarr O'Sullivan said "As a researcher it is wonderful to see something you work at in the laboratory making it into the real world to improve someone's life. This only came about due to the collaboration of effort between the three partners in developing the process."



NICB research is helping patients regain their sight.

DCU-LED RESEARCH GROUP HIGHLIGHTS WAY FORWARD FOR DEMENTIA PREVENTION

Dementia is recognised as one of the leading challenges faced by our society. In Ireland, the number of people with dementia is estimated at approximately 48,000 but that figure is forecast to double in the next 20-25 years.

DCU is leading an EU-funded research project called In-MINDD (Innovative, Midlife Intervention for Dementia Deterrence). It involved 450 patients across 36 GP practices in Ireland, Scotland, France and the Netherlands. The study's preliminary findings suggest that taking action on certain risk factors in midlife can prevent or delay dementia onset in future years.

The research group identified the following risk factors: Depression, midlife hypertension, physical inactivity, diabetes, midlife obesity, hyperlipidemia, smoking, coronary heart disease, renal dysfunction, diet and cognitive activity. The In-MINDD study also identified a low level of understanding of these factors and preventative measures amongst health professionals and those living with dementia. In fact, genetics were often perceived to be a more significant factor than an individual's lifestyle and actions.



In-MINDD Seminar

DCU ACADEMICS SECURE FUNDING FOR INNOVATIVE €5.1M HEALTH PROJECT



DCU is leading on a €5.1m project aimed at improving after-care for stroke patients and scaling up technological innovations that will improve their quality of life. The MAGIC Post-Stroke Project is led by DCU Business School academics, Professor Regina Connolly and Dr Paul Davis, and is 70% funded by H2020, the EU's programme for research and innovation.

Over 508,000 EU citizens are in need of post-stroke services every year, but the health and social care services are struggling to provide support to patients in making a fuller recovery. MAGIC will engage with enterprises in the medicare sector and other fields who have been developing technologies in the area of post-stroke care. The project aims to work with these enterprises to scale up these innovative healthcare solutions, making them broadly available to recovering stroke patients.

Partners include the University of Ulster, the UK Regional Health and Social Care Board, Invest NI and partners in the Czech Republic, Denmark, Finland, Italy, Luxembourg and Spain. The MAGIC project will run until 2019.



DCU School of Nursing and Human Sciences

DCU ESTABLISHED AS AN INTERNATIONAL CENTRE FOR NURSING RESEARCH

Dublin City University has become the first International Council of Nurses (ICN) accredited centre for research and development in Ireland. The School of Nursing and Human Sciences, applied for the accreditation in January 2016 and has now been named as an ICN Accredited Centre for International Classification for Nursing Practice (ICNP) Research and Development.

DCU stands amongst thirteen globally accredited centres. This will enable the DCU centre to create positive links with these centres and access funding from future initiatives.

The DCU ICNP group aims to establish a user group for nursing terminology in the Republic of Ireland and set up research clusters. The centre will also distribute research through the National Nursing Association, Irish Nurses and Midwives Organisation, conferences, journals and publications.

NEW BLOOD CLOT TEST TO IMPROVE TREATMENT FOR PATIENTS AT RISK OF HEART ATTACK

DCU is part of a consortium that is working to bring a new diagnostic test to market that improves treatment of patients with cardiovascular disease.

A laboratory-based test, to identify those who may be at high risk of side effects from anti-platelet (anti-blood clot) medication, has been developed by Prof Dermot Kenny (RCSI, Principal Investigator, BDI) and Prof Antonio Ricco (Adjunct Professor, DCU, Principal Investigator, BDI).

10-30% of patients who are prescribed this medication can suffer potentially significant side effects. The new diagnostic test can identify patients who may be prone to negative effects and allow doctors to implement safer treatment paths.

DCU is collaborating on the project with The Royal College of Surgeons in Ireland (RCSI), the National University of Ireland Galway (NUIG) and medicare company Becton, Dickinson to make the test commercially viable. The consortium is enabled by the Science Foundation Ireland (SFI)-funded Biomedical Diagnostics Institute (BDI).

Ireland's First Faculty of Education



DCU Institute of Education

The Incorporation process has created a unique opportunity that brings together a critical mass of expertise in Education and has led to the establishment of the DCU Institute of Education.

In July 2012, an international review panel tasked with advising the Higher Education Authority (HEA) on Initial Teacher Education published what would become known as the Sahlberg Report.

It recommended that "teacher education should be facilitated in a university setting with systematic links to clinical practice in field schools which provide, where possible, for the full range of sectoral teacher education, spanning early childhood to adult education."

DCU was particularly well placed to respond to this recommendation. As well as its own School of Education Studies, we had established links with St Patrick's College, Drumcondra, and with the Mater Dei Institute. In 2016, the DCU Institute of Education was established through the incorporation of those institutions along with the Church of Ireland College of Education.

The Institute is Ireland's only full Faculty of Education, and one of Europe's largest. It has more than 125 full-time academics and a cohort of nearly 4,000 students working and studying across all sectors of the education system. The vision for the DCU Institute of Education is that by 2022 it will be recognised as a global leader in the field of education, as an innovative provider of teacher education, and as a centre of excellence in educational research.

In addition to a large complement of research-active staff, the Institute of Education hosts large-scale research centres: the Evaluation, Quality and Inspection Research Centre (EQI), Centre for the Advancement of STEM Teaching and Learning (CASTeL), the National Anti Bullying Centre (ABC) and the newly established Centre for Assessment Research and Policy in Education (CARPE).



CARPE is focused on student assessment.

RESEARCH AT THE DCU INSTITUTE OF EDUCATION IMPROVING ASSESSMENT

In 2016, DCU IoE established the Centre for Assessment Research and Policy in Education (CARPE). It is focussed on developing new and better ways of assessing Irish students at all stages of the education continuum from early childhood to fourth level. It also investigates processes to ensure fair and valid test scores for applicants for professional licenses and certifications.

CARPE will actively focus on conducting high-quality research and development in assessment, as well as establishing global networks and contributing to assessment policy-making. This work is exemplified by the centre's joint research project in partnership with the Irish National Teachers Organisation (INTO) on how standardised tests of literacy and numeracy are understood and used in Irish primary schools.



The ABC is key to national anti-bullying initiatives.

TACKLING SCHOOL BULLYING WITH ONLINE RESOURCE

Research by the team at the National Anti-Bullying Research and Resource Centre (ABC) forms the basis for a new government-funded website, launched this year, for those affected by the issue.

Minister for Education, Jan O'Sullivan TD, launched www.tacklebullying.ie during a visit to the DCU Institute of Education. The website, part of the implementation of the Government's Action Plan on Bullying, provides a single point of contact for anyone concerned about bullying in schools, including students, parents and teachers.

It offers relevant information about face-to-face bullying, cyberbullying and disability-based bullying such as how it can be prevented and when to intervene. The resource demonstrates the ABC's ongoing commitment to transforming its anti-bullying research into a practical resource for those affected.



Fun and learning at the Lego® Education Innovation Studio.

LEGO EDUCATION INNOVATION STUDIO

The Institute of Education (IoE) partnered with Lego® Education to create an interactive learning hub that will help DCU student teachers and Irish schools develop innovative and creative approaches to teaching STEM (Science, Technology, Engineering & Maths) subjects in the classroom.

With the creation of the Lego® Education Innovation Studio, the IoE became the first centre of teacher education in Ireland to mainstream this innovative approach across all of its programmes. The Institute's students will develop new teaching methodologies that can be replicated in schools throughout the country. The project's goal is to ignite a passion for STEM subjects from early childhood education through to third level.

Women in Leadership



The Launch of DCU Women in Leadership, November 2015.

DCU has committed to gender equality with a new suite of initiatives.

Last November saw the launch of the DCU Women in Leadership Initiative. This suite of initiatives represents a recognition that the University's female representation at senior levels has been unacceptable. Women in Leadership marks a more proactive approach to addressing the important issue of gender equality.

DCU aims to take the lead in addressing a problem that is seen across the University sector. The Higher Education Authority estimates that only 29% of senior academic staff positions across all 7 Irish universities, are held by female members of staff.

The Women in Leadership launch, was attended by more than 90 delegates representing a range of faculties, departments and units, DCU Governing Authority and each of the incorporating institutions. The event was addressed by a number of DCU's senior female leaders including Director of HR Marian Burns, Dr Anne Sinnott (Executive Dean DCU Business School) and Dr Janine Bosak (Senior Lecturer and Director of Doctoral Studies, DCU Business School).

A flagship element of the initiative is the Mary McAleese Women in Leadership Lecture Series. The former President of Ireland, who sponsors the series, delivered the inaugural lecture. She highlighted the importance of women becoming self-advocates: "It is vital that women themselves redress the imbalance, to ensure that the status of women is not just a series of legislative measures or employment regulations. Action needs to be taken."

In response to the former President's lecture, DCU President Prof Brian MacCraith said: "DCU is committed to taking the steps necessary to create a culture which will nurture strong, agile and innovative female leaders."



The inaugural Mary McAleese Women in Leadership Lecture Series was delivered by the former President of Ireland herself.



Professor Eithne Guilfoyle and Dr Anne Sinnott.



Part of the Women in Leadership initiative is a series of Listening Lunches.

THE WOMEN IN LEADERSHIP SUITE OF INITIATIVES

Lecture Series - The Mary McAleese Women In Leadership Lecture Series will feature a range of high-profile female leaders who will share their pathway to success, the challenges they have encountered and the achievements attained.

Leadership Development - Experienced female leaders from DCU will attend leadership development programmes in prestigious institutions such as Harvard Business School and the London School of Economics. DCU will actively engage with the UK Leadership Foundation's Aurora Leadership Development Programme, that is designed to help address the issue of the reducing number of women in senior posts in the higher education sector.

Listening Lunches - Female members of staff have the opportunity to meet with the President of the University and the Director of Human Resources to exchange views and ideas.

Project 50-50 - 50% of DCU's major buildings and facilities will be named after Irish female trailblazers. The Computing Building was renamed the McNulty Building in honour of Kathleen Rita McNulty (1921-2006). The Donegal woman was one of the first programmers of ENIAC (Electronic Numerical Integrator And Computer), the first all-electronic digital computer. The Lonsdale Building was named in honour of Dame Kathleen Lonsdale (1903-71), the Kildare-born scientist, who was at the vanguard of establishing crystallography science. The Postgraduate block on the Glasnevin Campus has been named after Mary Brück (1925-2008), the Irish astronomer and astrophysicist whose research advanced our understanding of the structure and evolution of nearby galaxies.

Staff Training - All staff involved in recruitment processes will undergo unconscious bias training in an effort to ensure balanced selection, recruitment and promotion decisions.

Research Funding - A fund of €50,000 will be sourced to support research related to the DCU Women in Leadership initiative over the next 3 years.

Remembering 1916

DCU joined communities and institutions across Ireland in celebrating 100 years since the Easter Rising of 1916.

REMEMBER, REFLECT, RECONCILE, RE-IMAGINE, CELEBRATE

As a young university, DCU has focused primarily on the future of our society, but we have always recognised that the lessons of our past should inform our chosen path. In 2016 we marked this centenary year with a programme of events that explored the full diversity of experiences of 1916.

The programme was inspired by the themes: Remember, Reflect, Reconcile, Re-imagine, Celebrate. It included events and initiatives that engaged the DCU community, and the wider public. These events reflected on the ideals of the revolutionary period and the experience of those who lived through it, highlighted what we have learned about peace and reconciliation, and looked to the future of our Republic - a state that saw its genesis in Padraig Pearse's Proclamation from the steps of the GPO.

The programme saw the active involvement of community groups, schools, the general public and international partners. It included historical symposia, activities and competitions for children, reenactments and online explorations.

PROCLAMATION

DCU marked Proclamation Day on Tuesday 15th March 2016 with a special raising of the national flag at the Collins Avenue entrance to our Glasnevin Campus. The flag-raising was followed by a reading of the Proclamation by Alastair Dennehy of DCU's Drama Society. Speaking at the commemorative event, Professor John Doyle, Dean of the Faculty of Humanities & Social Sciences said:

“The Proclamation represents a remarkable historical document, given the political norms of the period. Like 1776 for US citizens or Bastille Day for the French, it represents a moment of hope, of ambition, of determination for the yet to be established Irish Republic... The enormous public response to the 2016 commemorations, reflects not only a period of remembrance but also a renewed moment of hope to realise the ideals of the 1916 Proclamation.”



Alastair Dennehy of DCU's Drama Society reads the Proclamation of Independence.



Raising the tricolour at DCU's Easter Rising commemoration.



Fáihte ar Líne, a new DCU online platform to assist in the learning of the Irish language for our citizens and the Irish diaspora.

THE IMPACT OF 1916

The year saw a number of events taking place to reflect on the Rising and its impact. In January, a public symposium titled *1916 in Context*, organised by the School of History & Geography, was held at DCU's St Patrick's Campus. Historians and experts presented papers exploring the political, cultural and military contexts of the period. Subsequently, a number of symposiums and lectures were held exploring themes such as *Children and the Irish Revolution*, *Journalists and the Rising*, and *Women and Irish Politics from 1916 to the Good Friday Agreement*.

SCHOOLS AND 1916

Events for schools included *MindRising Games*. Almost 450 schools and youth groups entered this competition that challenged them to use Minecraft to tell the story of the island of Ireland, looking back to 1916 and projecting forward to 2116. St. Joseph's Boys, Derry collected the senior award and CBS Mitchelstown won the junior category. Meanwhile, *Proclamation for a New Generation* (in collaboration with scoilnet.ie) was a project to enable schoolchildren to write their own version of the Proclamation for a modern Ireland.

DIGITAL RISING

The year was also marked by new digital initiatives. It saw the launch of Fáihte ar Líne, a new DCU online platform to assist in the learning of the Irish language for our citizens and the Irish diaspora. We also announced a new MOOC (massive open online course) covering The Revolutionary Period, which forms the first module in an online MA in Irish History.

INTERNATIONAL EVENTS

Events with an international dimension included the inaugural Ambassadorial Lecture given by H.E. Mr D. Chilcott CMG, The British Ambassador to Ireland on DCU's St Patrick's Campus. The French Society for Irish Studies' annual conference focussed on the theme 'Non-violent resistance' – Irreverence and counter discourse as subjective weapons in Irish Culture.

A University of Enterprise

DCU is known as Ireland's University of Enterprise, with a reputation for effective collaborations with industry, research funding arrangements, a strong track record with regard to knowledge transfer, and programmes that respond to emerging skills gaps in the economy.



DCU ALPHA

AMBITIOUS PLANS AT DCU ALPHA

In December, DCU ALPHA unveiled ambitious plans to grow the number of companies it supports to 100, with the total numbers employed on our innovation campus rising to 800.

DCU Alpha is an innovation cluster which has become home to more than 30 companies and 350 high-tech jobs since its establishment in late 2013, following the transfer of the old Enterprise Ireland site to Dublin City University under the 2013 Action Plan for Jobs. The office, laboratory and industrial research facility in DCU Alpha has evolved into a group of innovative companies actively bridging the digital and physical divide, with new Internet of Things technologies.

Plans to create 100 of the anticipated jobs were announced by Accent Solutions in January. It plans to employ the new staff at DCU Alpha over a two-year period, increasing its workforce to 230.

Accent Solutions was established in 2012 by Anne Ita Ryan and Martin McMahon, and specialises in providing a range of engineering and facilities solutions to the commercial, data centres, manufacturing and public sectors.

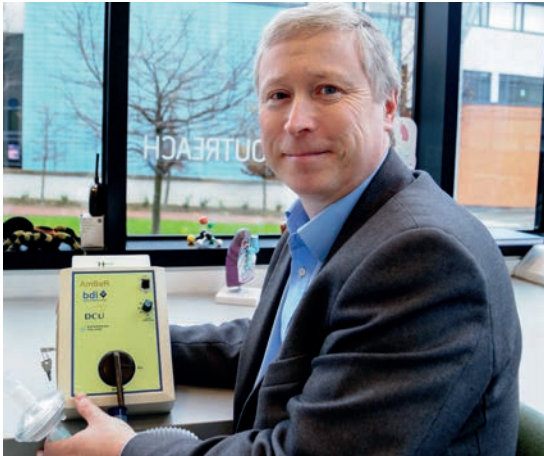


Ambisense were award winners at the European Venture Summit.

DCU SPINOUT WINS EUROPEAN VENTURE SUMMIT AWARD

The quality and world-class innovation of DCU spinout Ambisense was highlighted in December when it won an award at the 9th European Venture Summit in Dusseldorf. This is Europe's foremost networking and investment event for high growth technology start-ups, venture capital investors and technology corporations.

AmbiSense designs and manufactures smart, solar powered gas monitoring instruments and networks. It was one of five companies to win in the Cleantech category, following the 2-day pitching, networking and idea-sharing event. Presenting companies were invited as the top rated companies of the European Venture Contest, selected over a series of regional or sector-focused qualifying events.



Professor Tony Killard, Chief Technology Officer at BreathDX

BREATHDX AGREES LICENCE DEAL WITH DCU

DCU's reputation for Knowledge transfer was underlined with the announcement of a major licensing agreement with BreathDX for access to its innovative AmBeR® breath ammonia measurement technology. AmBeR® is the brainchild of Professor Tony Killard, and was developed during his time at the Biomedical Diagnostics Institute (BDI) at DCU.

Killard is now Chief Technology Officer at BreathDX, the company that is progressing and exploiting the technology internationally to address the monitoring and management of a range of disease conditions. The intuitive device being developed by BreathDX uses disposable printed sensors based on nanotechnology, and can be miniaturised further into a portable, handheld device similar to the common alcohol breathalyser. The latest agreement with DCU is in line with the university's decade long development of breath ammonia measurement technology, which has been funded by Enterprise Ireland and is based on patented and patent-pending sensor technology.



Dean of DCU Business School Dr Anne Sinnott receives the prestigious AACSB certificate.

DCU BUSINESS SCHOOL GETS AACSB ACCREDITATION

In 2016, DCU Business School was awarded accreditation by the world's oldest and most prestigious global accrediting body for business schools. Endorsement by AACSB International - The Association to Advance Collegiate Schools of Business - is widely recognised as the hallmark of excellence in business education, and has been earned by less than five percent of the world's business schools.

Achieving accreditation is a process of rigorous internal review, engagement with an AACSB assigned mentor, and peer review. During the multi-year process, the school focuses on developing and implementing a plan to align with AACSB's accreditation standards.

AIB TO FUND CHAIR IN DATA ANALYTICS IN DCU

The support of enterprise is becoming increasingly important in developing new research areas. In September, AIB announced it would fund DCU's first Chair in Data Analytics. The announcement comes amid a boom in the Big Data sector, which is predicted to generate 30,000 job opportunities up to 2020.

AIB pledged five years' funding for the Chair, which will provide academic and research leadership in the area of Data Science (Analytics). The position will be based in DCU's School of Computing. AIB is also funding the employment of both a post-doctoral researcher and a PhD student.

AIB Chief Executive Officer, Bernard Byrne, said the Chair in Data Analytics would build on DCU's strong reputation for excellence by producing research to help both private and public sector organisations gain valuable insights from the large volumes of data that they collect.

University Financial Report

INCOME AND EXPENDITURE ACCOUNT FOR YEAR ENDED 30 SEPTEMBER 2016

	2016 Euro '000	2015 Euro '000
INCOME		
State Grants	23,686	23,409
Student Fees	65,883	61,445
Other Income	7,745	8,352
	<u>97,314</u>	<u>93,206</u>
St. Patricks College, Drumcondra	13,422	20,874
Mater Dei Institute of Education	1,881	2,299
Research Grants and Projects	49,478	50,275
	<u>64,781</u>	<u>73,448</u>
Total Income	162,095	166,654
EXPENDITURE		
Academic Faculties and Departments	54,444	52,952
Academic and Other Services	5,911	5,619
Premises	7,054	7,297
Amount Allocated for Capital Purposes	5,482	3,769
Central Administration and Services	11,125	10,588
General Educational Expenditure	792	752
Student Services	5,566	5,538
Miscellaneous Expenditure	6,933	6,685
	<u>97,307</u>	<u>93,200</u>
St. Patricks College, Drumcondra	13,422	20,874
Mater Dei Institute of Education	1,881	2,299
Research Grants and Projects	49,478	50,275
	<u>64,781</u>	<u>73,448</u>
Total Expenditure	<u>162,088</u>	<u>166,648</u>
Surplus on Activities before Amortisation of Capital Reserves and Grants and Depreciation of Fixed Assets	7	6
Depreciation of Fixed Assets	(8,554)	(7,627)
General Reserve movement	8,554	7,627
Surplus for the year	7	6

BALANCE SHEET AS AT 30 SEPTEMBER 2016

	2016	2015
	Euro	Euro
	'000	'000
FIXED ASSETS	<u>278,192</u>	<u>267,371</u>
INVESTMENTS	<u>1</u>	<u>1</u>

CURRENT ASSETS

Cash on hand and at bank	3,042	13,845
Debtors and Prepayments	69,111	41,302
Stocks	<u>217</u>	<u>226</u>
	<u>72,370</u>	<u>55,373</u>
Less: CURRENT LIABILITIES		
Creditors and Accrued Expenditure	<u>108,912</u>	<u>100,212</u>
NET CURRENT LIABILITIES	<u>(36,542)</u>	<u>(44,839)</u>

LONG TERM LIABILITIES

Creditors due after one year	<u>76</u>	<u>68</u>
	<u>241,575</u>	<u>222,465</u>

REPRESENTED BY:

General Reserve	241,224	222,121
Revenue Reserve	<u>351</u>	<u>344</u>
	<u>241,575</u>	<u>222,465</u>

Governing Authority Attendance

OCTOBER 2015 - SEPTEMBER 2016

The DCU Governing Authority met on seven occasions in 2015/2016 on the following dates:

- 22nd October 2015
- 11th December 2015
- 11th February 2016
- 28th April 2016
- 23rd June 2016
- 22nd September 2016
- 30th September 2016

The attendance record for each member of the Authority was as follows:

Authority Member		Attendance Record	Resignation Date	Appointment Date
1.	Dr. Martin McAleese (Chancellor)	7/7	Continuing	-
2.	Prof. Brian MacCraith (President)	7/7	Continuing	-
3.	Prof. Sean Farren	4/5	23 June 2016	-
4.	Dr. Declan Raftery	7/7	Continuing	-
5.	Ms. Margaret Sweeney (Chair Audit Committee)	5/5	23 June 2016	-
6.	Prof. Eithne Guilfoyle	4/7	Continuing	-
7.	Dr. Andrew McGrady	7/7	30 Sept 2016	-
8.	Dr. Noel Murphy	7/7	Continuing	-
9.	Prof. Gary Murphy	4/7	Continuing	-
10.	Mr John Power	6/7	Continuing	-
11.	Mr. James Corcoran	6/7	Continuing	-
12.	Ms. Regina Moran	2/5	23 June 2016	-
13.	Ms. Mairead Dunne	2/5	23 June 2016	-
14.	Ms Brid Horan	6/7	Continuing	-
15.	Mr. Paul Smith	5/6	22 Sept 2016	-
16.	Ms. Orlaith McBride	0/5	23 June 2016	-
17.	Dr. Shirley Coyle	2/5	23 June 2016	-
18.	Prof. Fiona Regan	5/7	30 Sept 2016	-
19.	Ms. Phylomema McMorrough	3/7	30 Sept 2016	-
20.	Dr. Caroline McMullan	5/7	Continuing	-
21.	Mr John Smith	2/7	30 Sept 2016	-
22.	Mr. Tom McCarthy (Chair Risk Committee)	5/5	23 June 2016	-

23.	Mr. Terence O'Rourke (Chair Strategic Finance Advisory Committee)	5/7	Continuing	-
24.	Mr. Owen Keegan	1/5	21 June 2016	-
25.	Mr. James Donoghue	3/7	Continuing	-
26.	Dr. Anne Lodge	2/7	30 Sept 2016	-
27.	Ms. Lynette Faye	2/7	Continuing	-
28.	Mr. Ruairi Tubrid	2/5	23 June 2016	-
29.	Cllr. Keith Redmond	3/4	23 June 2016	-
30.	Mr. Larry Quinn	1/3	Continuing	-
31.	Mr. Pat Gilroy	1/2	-	22 Sept 2016
32.	Ms. Bernie Gray	2/2	-	22 Sept 2016
33.	Mr. Allan Stevenson	1/2	-	22 Sept 2016
34.	Ms. Deirdre O'Connor	1/2	-	22 Sept 2016
35.	Ms. Kim Sweeney	5/5	23 June 2016	-
36.	Mr. Dylan Kehoe	2/2	-	22 Sept 2016
37.	Ms. Eimear Maguire	1/2	30 Sept 2016	-
38.	Mr. Kenneth Browne	1/1	23 June 2016	-
39.	Ms. Eve Kerton	1/1	23 June 2016	-
40.	Ms. Clíodhna Daly	1/1	23 June 2016	-
41.	Mr. Patrick McDevitt	5/5	23 June 2016	-
42.	Mr. Declan Moylan	1/2	23 June 2016	-

The Governing Authority completed its five year term of office on July 28th 2016.

AUDIT COMMITTEE MEETINGS

The Audit Committee met on the following dates in 2015/2016:

- 25th November 2015
- 18th April 2016
- 16th June 2016

Audit Committee Member		Attendance Record	Resignation Date	Appointment Date
1.	Ms Margaret Sweeney (Chair)	3/3	23 June 2016	
2.	Ms. Marion O'Brien	3/3	Continuing	
3.	Ms. Brid Horan	3/3	Continuing	
4.	Mr. Tom McCarthy	3/3	23 June 2016	

