

**To all Executive Members,
British Association for Irish Studies.**

Dr. James W. McAuley
School of Human and Health Studies
The University of Huddersfield
West Yorkshire
HD7 7ER
0484 422288 x 2691
26th August 1992

Dear Executive member,

Please find enclosed:

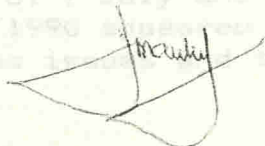
- (1) a copy of the paper circulated by Sean Hutton at the last Executive meeting which some of you may not have
- (2) a copy of a reply to Nesson Danaher's request for funding which he has asked to be seen by all executive members

I have not yet received a copy of the report by the external facilitator, Anne Schofield on the last meeting. I have however spoken to her today on the telephone, she assures me that it is nearing completion and I will obviously circulate it as soon as it reaches me.

There was some concern expressed at the last meeting by a couple of people regarding the number of typing errors in the minutes. I now realise that I ran off a draft copy rather than the corrected file on my word processor(Something I fear to do with it being 3 o'clock in the morning and having a very wide eyed young daughter on my knee at the time !)
May I apologise for any problems or irritations this may have caused. I have not recieved the corrections Anne Schofield asked George Watson to send me but I shall circulate my corrected minutes with the external facilitator's report.

I hope you enjoy what remains of the summer.

with best wishes,



CONTRIBUTION TO DISCUSSION OF FUTURE OF BAIS AT
EXECUTIVE OF 17/7/92

1 I shall be urging the need for strengthening of the structures of the Association at Officer and Executive level, a commitment to making existing structures work, and a professional approach to the progressing of all aspects of Association business - for three reasons:

(a) A long-standing concern at the periodic ignoring of existing structures (involving highly personalised attempts to manage perceived difficulties) and commonly used procedures.

At a meeting of the Officers + the Executive Director which took place over 9-10 July 1990 in the presence of a professional facilitator, we were told the following by that facilitator:

The situation within BAIS...was characterised by a high degree of improvisation....there were issues to be defined concerning levels of authority and scope of action. In the absence of structures, [the Chairwoman] was taking initiatives to fill the vacuum. This unstructured situation worked as long as things were going smoothly. It would not work when things began to break down....

Various recommendations were made at that meeting which have not yet been considered fully or put into effect. Some of these concerned the defining of the responsibilities of Officers; others concerned the importance of identifying objectives, the setting of targets and monitoring of performance by the Officers and Executive.

(b) Concerns about aspects of the fundraising campaign relating to momentum, structuring and evaluation expressed in a never-discussed memorandum of May 1990 and a recent letter to the Chairwoman.

(c) Concern that relationships with individual institutions should reflect what we were told by the facilitator at the meeting of 9-10 July

BAIS had been wrong not to recognise the logic of an institution/department to maximise its own advantage [and in its] failure to build these factors into its calculations.

3 The Officers Meeting of 9-10 July 1990 and the Executive of 7 July and the Special Executive of 8 September 1990 appeared to have resolved a number of contentious issues and to have initiated a period when

the Officer structure of BAIS operated with a relatively high degree of formality.

However, the discussions at recent Executives suggest that certain issues had been submerged rather than resolved. Further, there has not been an Officers Meeting since 5 May and there has ceased to be a collective leadership at Officer level.

One of these issues is how BAIS sees its function and what activity it engages in.

4 I feel that there are two immediate problems:

(a) How the Officer structure can operate effectively between now and the point when new Officers and Executive will come into being in November.

(b) How to provide for the situation after 31 August when the Association shall no longer have a full-time official.

5 In terms of the longer perspective it is surely important that the Association considers the professional advice given to the Officers in July 1990 and decide how to act on that advice.

6 Given the uneven performance of Subcommittees and the present financial situation BAIS needs to consider how it can maintain momentum as a national body. The Honorary Secretary's proposal concerning regional activity is important here, especially since one can identify a number of centres which already profile BAIS in their activity or where BAIS members wish to initiate activity - Bath, Bradford, Leicester, London, Oxford.

It would be prudent, however, to have a clear understanding between the centres and the central BAIS leadership on a range of common objectives and priorities.

SH
16/7/92

SH (2) SHS Exec. Colleagues 23/7/92
I enclose the recent reply from ASB to our modest request for support for forthcoming 15th Ann. Nat. Conference. I find it most frustrating especially as one other institution is going to do for the first time - in a local context, in a means of denying support to others. I really feel that this is pertinent, especially after recent talks. Exec meeting like it or not. SHS had better people with the view for some time. Otherwise a great deal of uncertainty, doubt and speculation will come.

X Mr. Lane says sent to SHS

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COPY for BAIS. EXEC

from:



MR. N. DANAHER, B.A., M.Ed.
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(Tel: 0533-669625, ext. 246)

23.7.92

14th July 1992

Our ref: AH/TPT

Dear Mr Danaher

Irish Studies Workshop

Thank you for your letter dated 3rd July 1992, regarding the above mentioned, when you were seeking assistance by way of financial contributions.

You might be aware that the Bank has been heavily involved for the last three years in sponsoring the Institute of Irish Studies in Liverpool for a substantial amount annually, and in view of this particular sponsorship, I would feel at the present time, that we would be unable to assist you.

May I take this opportunity to thank you for your enquiry.

Yours sincerely

A. Hamilton
Manager

*(To) BAIS Exec. Colleague: 23/7/92.

I enclose this recent reply from AIB to our modest request for support* for forthcoming 10th Ann. Nat. Conference. I find it most frustrating - especially as one other institution is used (and not for the first time - in a local context) as a means of denying support to others. I really feel that this is pertinent, especially after recent London Exec. meeting. Like it or not, BAIS had better grapple with this issue for once + for all - otherwise a great deal of unnecessary trouble and aggravation will occur.

* No same letter sent to BAIS etc.