

Secretary's Office - Annual Report 2009/2010

November 2010

TABLE OF CONTENTS

Summary

1. Introduction
2. Staffing and Structures
3. Functions
4. Review of the Year 2009/2010
5. Goals and Objectives supporting the Strategic Plan
6. Specific Objectives for the Planning period
7. Core business functions

Appendix 1: Reports to College Committees

Appendix 2: Staffing in Secretary's Office

Appendix 3: Press releases and News Items issued by the Communications Office 2009/2010

Appendix 4: Web Design Office: Completed projects 2009/2010

SUMMARY

The Secretary's Office is a central administrative office which supports the College and its community across a wide range of activities from communications to legal and governance. It has a key role in ensuring that the College complies with legal and statutory requirements and provides the secretariat for Board, Council, Executive Officers and a number of other College committees and working groups.

The Office has a very tightly-knit team with some functions being staffed by one person expert in the relevant area. Given the nature of the work in the Office, its work programme is determined by the need to respond quickly to urgent situations. It is driven by internal and external (and at times regulatory) deadlines. The Office has a very strong customer focus and its main objective is to support staff, students and the College's governance structures in as efficiently and effectively a way as possible.

The main challenge over the coming year will be to use the relatively scarce staff resources in the best way possible to continue to provide the required service to the College. This challenge will be exacerbated by the impact of the expected reduction in funding and reduced staffing levels College wide.

1. Introduction

This is a composite annual report of the Secretary's Office, covering all areas within the office's remit.

The purpose of this report is to present the work of the office at a relatively high level. Areas within the Secretary's Office which are required to prepare detailed annual reports, including detailed key performance indicators, for their relevant committees and working groups will continue to do so in the normal manner (see Appendix 1). This report presents a summary of each area's key achievements and activities.

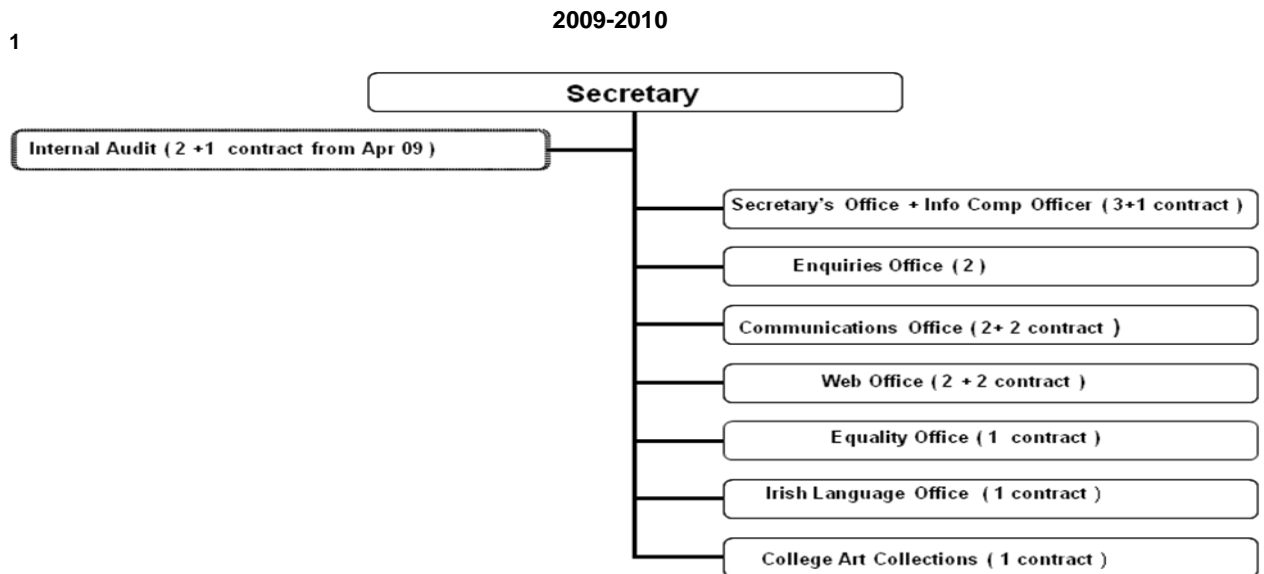
The Internal Audit function reports to the Secretary for administrative purposes but, as it reports to the Audit Committee on all work-related matters, its activities are not included in this report.

2. Staffing and Structures

The core mission of the Secretary's Office is to fulfil the statutory and legal obligations in relation to the College's Board and University Council and to ensure that the College is legally compliant in all respects. The Secretary's Office is also responsible for the College's communication and web design functions, and the production of Part 1 of the University College Calendar, the College's Annual Report and other College publications.

In addition to these activities, the Secretary's Office provides the secretariat for the statutory staff and student disciplinary committees and panels. The office is also responsible for the development and implementation of the College's equality and Irish language initiatives. Jointly with the Librarian, the Secretary's Office supports the College's merchandising activities. The office also manages, preserves and promotes the College Art Collections.

In order to achieve its objectives the structure of the Secretary's Office is based around seven areas, the staffing levels for which are illustrated on the chart below and a summary of each area's functions follows. As the chart below states there is a high dependence on contract staff across all functions and these staff members contributed very significantly to the achievement of individual areas' service plans for 2009/2010. (More details on staffing may be found in Appendix 2.)



¹ The Resignation of the Internal Auditor incumbent in October 2010 caused a break in staffing pending the appointment of a replacement on a three year contract.

3. Functions

(a) Secretary's Office

The core functions of the Secretary's Office are to provide the secretariat to Board, University Council and Executive Officers and to staff and student disciplinary panels/committees; administer Visitors' hearings; and run elections to Board. The office also organises election to Provostship. In addition to providing administrative support for the Registrar, the office also coordinates legal services to the College, ensures legal and statutory compliance, monitors forthcoming legislation on behalf of the university sector and administers the required procedures to seek Fellows' Assent for proposed Statutory change and election to Fellowship.

The Office also provides legal advice to the College community, either directly by the in-house solicitor or by securing external advice from the College's legal advisors. Significant elements of this legal work are the management of the College's trademark portfolio and the monitoring of contracts with licencees using the College brand for commercial purposes.

The office, in association with the Provost's Office and the Proctors' Office, makes arrangements for Honorary Degree ceremonies. The organisation of the Annual Scholars' Dinner is also carried out by the office as are all ceremonial dinners associated with Honorary Degree ceremonies.

The Office in association with the Procurement Section of the Treasurer's Office, validates the receipt of tenders for goods and services to the College.

(b) Communications

The Communications Office is responsible for developing and managing the College's communications strategy and coordinating the College's communications functions. In line with College's strategic objectives, the Communications Office aims to promote TCD as a leading research and teaching university in Ireland and abroad and seeks to maintain its reputation.

The office develops and implements a communications strategy promoting the College and its work to key audiences. This involves: collecting appropriate information within College and evaluating its news value; media relations; internal and external communications; and provision of a support and advisory service for staff in a professional, effective and efficient manner.

In addition to this strategic work, the office devises and maintains the College's Calendar of Strategic Communications Events and edits TCD's Annual Report. The office is also responsible for event management of major College functions. It also devises College procedures for aspects of College's event management and communications activities, e.g. photography and advertising guidelines. It develops internal communications mechanisms and manages filming, broadcasting and photocall requests on campus.

The office is the central point for all College communications with the media, handling media queries from the national, regional and international press as well as student publications. It issues press releases and briefs journalists on matters relating to the College and identifies opportunities for promoting the College's teaching, research and other activities in the media.

A media monitoring service is also provided.

The office produces the weekly *Listings*, administers the web based Noticeboard and the publishing of information to the College's electronic Information Screens, TCD Twitter and Facebook sites. On behalf of academic areas the office liaises with the College's advertising agency in placing course advertisements in the appropriate publications and websites.

(c) Enquiries

The Enquiries Office is a public office open all day to provide information, either in person, by telephone or email, to the College community and the general public. It is the first port of call for many people, many of whom are tourists, and it handles a range of queries from questions about admission requirements, key dates for the College's activities, directions to different areas of College, to queries from people researching their ancestors. The Enquiries Office is also responsible for the booking of rooms for meetings/events organised by Schools/Departments, the Students' Union, the Graduate Students' Union, College societies and clubs and external organisations (except for academic teaching activity and commercial summer conferences) and weddings in the Chapel.

The preparation of the University Calendar (Part 1 and the Supplement) is a very significant element of the work of the Enquiries Office. It is published annually and is the definitive source of information on the College's Almanack, College charges, general regulations and information for students and on undergraduate courses. The 2010-11 edition ran to 880 pages (Supplement 153 pages) The office is also responsible for preparing the extramural courses and afternoon/evening/weekend degree and diploma courses booklet.

The office updates College entries in yearbooks such as the IPA Yearbook and Diary and the International Handbook of Universities. The office supplies a detailed listing of extramural/evening courses for three external evening course guides.

(d) Web Design²

The Web Design Office has overall responsibility for the visual design and front-end development of the College's website. Working with the College community, including academic areas, administrative and support areas, students and contractors, the Web Design Office delivers websites and interfaces that comply with College web policies and meet industry web standards. The College's website is a sectoral leader in the area of web accessibility.

In addition to the provision of website design services for individual College websites, the Web Design Office provides the following services to the College community:

- design and development of the College brand in online environments;
- technical support, design and maintenance of College top-level web pages including the Global and Local homepages, the College Maps website and elements of the Communications Office website;
- advice and assistance to the College community with regard to College web policies, design and technical requirements and website architecture;
- design and development for various social networking channels e.g. TCD YouTube, Facebook, iTunesU etc.
- provision of specialised Web Workshops/Seminars e.g. Web Accessibility and Web 2.0 Technologies for the College Community;
- sourcing and management of external contractors for design purposes.

The Web Office also carries out research and development for new and improved web coding methods and web technologies with a view to adopting best practice for web standards and provides design and technical assistance for the Helpdesk and Training and Publications in IS Services for advanced web queries.

² The development of the College's web resources has both design/content and technical elements. The administration and development of the College website is the responsibility of the Secretary to the College who, in line with the responsibility as editor of the University Calendar, is the final arbiter in relation to material which is published on the College website. The technical aspects of the College's central website are the responsibility of Information Systems Services.

(e) Information Compliance

The Information Compliance Officer deals with the College's obligations under the Freedom of Information (FOI) Acts 1997 and 2003, the Data Protection Acts 1988 and 2003 and the Copyright and Related Rights Acts 2000 and 2004. These areas of legal compliance are overseen by the Library and Information Policy Committee, which is a principal committee of the Board.

FOI provides members of the public, including College staff, with statutory rights to:

- access records held by public bodies;
- have official information relating to him/herself amended where it is incomplete, incorrect or misleading, and;
- obtain reasons for decisions affecting himself or herself.

In addition, the legislation requires the publication of two reference books:

- a section 15 reference book 'A Guide to Functions and Records'; and
- a section 16 reference book 'A Guide to Rules and Practices'.

These are published on the College website and the Section 15 reference book is required to be revised appropriately, at least triennially.

Data Protection concerns the protection of the privacy rights of living identifiable individuals in relation to the College's processing of their personal information. In terms of the Data Protection Acts the College is a data controller and is obliged to comply with a set of specific obligations under the legislation, often referred to as the data protection principles. The office provides advice on a case-by-case basis in regard to the handling of personal data.

The College has an educational licence agreement with the Irish Copyright Licensing Agency (ICLA) which provides for copying, within specified limits, of material solely for educational purposes. The Information Compliance Officer manages this relationship on behalf of the College.

(f) Equality

The Equality Officer advises the Equality Committee and Board on compliance with Equality legislation (Equal Status Acts 2000-2010, Employment Equality Acts 1998-2010, Disability Act 2005 and Universities Act 1997); assists in the development of College policies and practices from an equality perspective and implements education and awareness programmes for staff and students. The Equality Officer's aim is to promote equality for staff and students, in all areas of College life, with particular regard to the nine grounds of discrimination specified in equality legislation.

The main areas of activity of the Equality Officer are: policy development and legal compliance; equality programmes; dissemination and communication; liaison and coordination. The Equality Officer provides information to staff and students on equality legislation and College policy.

(g) Irish Language

The role of the office is to administer the student Irish language residency schemes, to advise College in relation to its obligations under the Official Languages Act 2003, and the Trinity College Irish Language Scheme 2010-2012. The Irish Language Officer coordinates a translation service for the College and promotes the Irish language in the College community among both staff and students. He is also responsible for promoting College's Irish language initiatives externally among the Irish language community and is the College's spokesperson on Irish language issues. The Officer presents a programme of work to Coiste na Gaeilge and works with the Coiste in achieving the objectives of the post.

(h) College Art Collections

The Trinity College Art Collections comprise the University portraits, historic paintings, sculpture and statuary, and the modern art collection. These collections are managed by the Curator whose main functions are collections management, preservation, and development by the following means: cataloguing and managing the collections database; managing conservation and restoration projects; carrying out research into, and the promotion of, the artworks as primary research and teaching resources; raising the national and international profile of the art collections; managing, arranging, and supervising all major relocations of artworks on campus in conjunction with the Buildings Office; administering the 'College Gallery' Art Hire scheme and recruiting and managing a voluntary College Gallery Student Committee; developing funding strategies and outreach; managing rights and reproductions requests; developing and promoting an Education and Outreach plan targeting both the campus audience and the wider community, to include events such as exhibitions, symposia, informal talks and tours.

4. Review of the Year

The following are the highlights for each area within the remit of the Secretary's Office for the year 2009/2010.

Secretary's Office

Provided secretariat support for over fifty meetings of Board, Council, Executive Officers and the Board and Council sub-committee on Higher Degrees.

Provided legal advice to College departments and managed almost two hundred legal matters and two Visitors' hearings and administered the Statutory Assent for the 2010 Consolidated Statutes. Increased royalty income on College branded goods to €83,915.56 (VAT exclusive) increasing royalty rates and a satisfactory performance of the TCD branded merchandise in all campus and off-campus outlets. The contract for supply of branded goods was put out to tender resulting in Fashionflo being awarded the tender for another four years.

The College registered six new trademarks and entered into a new licence agreement for use of one of the marks in connection with the formalisation of arrangements with Trinity Tours, who now have an exclusive right to give personally guided tours of the campus.

Provided the secretariat for four cases of the Disciplinary Committee (Students).

Provided the necessary support for discussions in regard to external alliances.

Organised a Board by-election, and provided support for the election to a Pro-Chancellorship.

Managed the process for honorary degrees. Seven candidates were honoured in 2009-2010.

Communications

Completed a communications audit of external communications needs and practices.

Raised College's profile internationally, through strategic international press releases, including for example, TCD research published in peer review papers; TCD's position in the Times Higher Education-QS (THE-QS) World University rankings; initiatives with global appeal i.e. the TCD/UCD Innovation Alliance and TCD's collaboration with ITLG in the US.

Provided key College-related information to the public through 87 press releases and 149 news items (see Appendix 3). The majority of these releases generated positive coverage in the national broadcast and print media, as well as regional and electronic media, and in some cases international media. Media briefings with journalists around some key initiatives and

events also took place. Handled almost 600 media enquiries from national, international and College student media, averaging fourteen queries per week. Of the 600 annual queries, over 70 were generated by *The University Times* and *Trinity News*.

Secured a 98% increase in visitors to the Communications Office website with 720,000 visitors during the year, an average of 60,000 per month. The site received 279,792 unique visitors indicating that it had approximately 440,000 repeat visitors.

Developed 41 announcements with the assistance of the Web Design Office to feature on the GHP and LHP to promote strategic College events to both internal and external audiences.

Further developed the TCD Twitter pages with in excess of 2,000 followers by the end of the 2009/10 academic year.

Contributed with the compilation of College's response to international league tables requests resulting in the College's highest ranking in the Times Higher Education-QS (THE-QS) World University rankings (43rd) and being awarded top Irish university in *The Sunday Times* University League Table 2009.

Coordinated the public and media management of a number of major issues in which the College was involved.

Managed some 57 College events, either in a lead or supporting role, including for example the President of Ireland opening the 19th European Childhood Obesity Group meeting in the TCD Health Sciences Centre (September 09), the launch of the Strategic Plan (November 09), the launch of The Lir – the National Academy for Dramatic Arts (December 09), the opening of the SPD Labs in St James's Hospital by Minister Batt O'Keeffe (December 09), the Joint Oireachtas Committee on the Constitution hearing submission from Irish Politics third year class on electoral system reform (February 10), Trinity Week (April 10), and the opening of the Boots Practice of Pharmacy Teaching & Development Unit by Minister Mary Harney (June 10).

A total of 237 filming requests were processed.

Developed 122 course advertisements.

Enquiries

Prepared and published the University Calendar (Part 1) according to schedule. (In all 2,500 copies were printed and distributed throughout the College; copies were also supplied as required to external bodies.)

The main change to the 2010-11 edition was a revised entry for TSM Moderatorship Courses. There was also an increase in the number of staff publications (33 additional pages).

Contributed to improvements being made to the College's Research Support System as a source of data on staff publications.

Prepared and published the Supplement to the Calendar 2010-11 (1,200 copies) and the publication of the Extramural Courses and Afternoon/Evening/Weekend Degree and Diploma courses booklet (8,500 copies) was achieved within deadline.

Continued to work with the Junior Dean, Facilities Officer, Accommodation and Catering area and other relevant staff, to develop and implement improved systems for handling requests for College facilities for events. Handled almost 4639 bookings for College rooms and facilities including 54 weddings. Outside events booked through the office generated €14,934 net income for the College.

Updated the College's entry in the IPA Yearbook and Diary.

Supplied a detailed listing of extramural/evening courses for three external evening course guides: Learning Ireland's Guide, Oisín Publications and Wolfhound Press.

Web Design

Sixty eight websites were designed and developed into the new website template structure. (See Appendix 4.)

The main projects carried out during the year include:

- The redesign of a number of School websites including English, Law and Natural Sciences. In some cases, the redesigned websites contributed to School Reviews.
- The design of the Inclusive Curriculum (TIC) website in collaboration with the TIC development officer. This website offers tools, guidelines and templates to help those working within Higher Education work towards an inclusive academic environment.
- The design of the Student Learning Development website which offers advice, resources and workshops to assist students to develop academic performance.
- Design and development for the Civic Engagement website in collaboration with the Civic Engagement Officer.
- The re-design of the Secretary's Office website.

Examples of other projects include setup and development for:

- TCD YouTube educational channel
- TCD Facebook and Twitter
- TCD Maps (Phase 2) – photo integration and direction routing
- Integration of publications into Research Showcase interface
- A customisable homepage for staff including integration of Web 2.0 technologies which was developed in consultation with the Web Management Committee and College website users.

The Disability Service won the accessible category award in February 2010, one of eleven eGovernment awards. The Web Design Office worked closely with Disability to make their web and the Trinity website more accessible for all users.

The Web Design Office provided graphic design and technical support for a number of top level College pages and also to the Communications Office for approximately 250 TCD Latest News and Press Releases. During 2009/10 the web designers supported approximately 150 technical web design queries from the College community.

Search Engine Optimisation (SEO) was addressed by ensuring website page titles and meta tags were coded properly and included as part of each website project.

The Web Design Office also actively participated in the promotion of Web 2.0 technologies and Social Networking. The Senior Web Designer is currently working with the Digital

Communications Strategy Group concentrating in the areas of the generation and production of video/audio content and social media & networking for distribution via various TCD channels such as YouTube, iTunesU, Facebook etc.

Information Compliance

Freedom of Information: During the year over 40 of the College's FOI decision makers received formal training in dealing with requests for information.

There were 42 requests received during the year and no appeals for internal review. There is currently one appeal before the Information Commissioner. The volume of requests shows a decrease of over 50% on the previous year. In terms of outcomes, there were 42 requests answered, 18 of which were granted, 13 part-granted, 11 refused. The principal sources of the requests were: 8 from journalists; 7 from staff; 4 from students; and 23 from other members of the public. Statistical reports were provided on Freedom of Information activity in accordance with the requirements of the Department of Finance and the Information Commissioner.

Data Protection: Provided advice on individual data protection issues that arose throughout the year. One data protection access request was received. TILDA and the Trinity Centre for High Performance Computing were successfully re-registered with the Data Protection Commissioner as Data Holders.

Copyright: The Joint IUA, Council of Directors of Institutes of Technology, DIT and CHOICE Working Group on Copyright has continued to meet throughout the year and through this body the College has engaged discussions with the Irish Copyright Licensing Agency in regard to suitable licensing arrangements and to ensure there is no increase in the applicable fees paid for the licence. Advice was provided on individual copyright compliance issues throughout the year.

Equality

The College participated in the 02 Ability Awards which recognise best practice in the employment of people with disabilities and service provision in private and public sector companies. The College was awarded Ability Company status in all 6 categories for which application was made: Leadership, Customer Service, Environmental Accessibility, Recruitment and Selection; Learning, Development and Progression; and Retention and Wellbeing. In addition, College was nominated for an Award in three categories, including overall Private Sector winner. Participating in the awards involved the support of many people and departments across College, the Equality Officer coordinated the application and external review process in collaboration with the Director of the College Disability Service and the Personnel Officer.

Reviewed the existing access and equal opportunity policies in line with equality legislation and best practice as requested by the Equality Committee, and developed a new Equality Policy comprising employment and service matters to replace these existing policies: Access and Equality Policy; Equal Opportunity Policy; Equal Employment Opportunity and the Selection of Staff: Principles in Employment Practice and related Recruitment policies. It is expected that the policy will come into force in 2010/2011.

Prepared the Annual Equality Monitoring Report 2009-10 containing staff and student statistical data in relation to different equality grounds such as gender, age, nationality and disability, with the advice of the Monitoring Advisory Group. Continued to develop and refine data collection and monitoring systems liaising with the Staff Office and the e-strategy Group. The report was submitted to the Equality Committee, Board and Council.

Supported the College in fulfilling the statutory requirements of the Disability Act 2005 for public bodies to report on the achievement of the 3% employment target. Reissued the staff

disability census to staff who had not completed last year's census return in order to increase the response rate and accuracy of the report to the Department of Education and Skills Monitoring Committee.

Prepared a quantitative and qualitative report on academic progression at the Merit Bar at the request of the Vice-Provost/CAO, examining the reason for the lower application rate for review at the Merit Bar amongst eligible female staff. The report has been considered by the Vice-Provost/CAO and the Junior Academic Progression Committee and is due to be considered by the Equality Committee.

Continued to collaborate with the Staff Office in the communication of the College's Dignity and Respect Policy (launched in 2009) and related training, with particular responsibility for communicating the policy to students. Provided training for Tutors (4 seminars with a total of 24 Tutors attending) and participated in S2S Mentor induction and Peer Support training.

Continued to manage and communicate the activities of the Equality Fund programme, established to facilitate equality initiatives and to promote and celebrate diversity in all College areas. The 2009-10 Equality Fund received 29 applications from staff and students, 16 projects were selected and 12 projects completed successfully in 2009-2010 under the themes 'Enriching the inclusive College community'; 'Mental health and equality'; 'Treat others as they would like to be treated'; 'Men and women in College: encouraging full participation' and 'Challenging Stereotypes'.

IUA Equality Network projects – the sector was awarded €20,000 funding from the Equality Authority for an IUA Diversity E-learning module development project, to be completed in 2010-2011.

The Equality Officer continued to provide advice to staff and students on equality legislation and College policy and organised dissemination and awareness campaigns on the following issues:

- Celebrated Positive Ageing Week 2009 for the first time in collaboration with several College departments.
- International Women's Week 2010 in collaboration with several College departments (March 10).
- Published first issue of Equality News and distributed 1,000 copies via Fresher registration, and relevant departments and student services (September 2010).

Irish Language

Trinity College's first three-year Scheme under the Official languages Act 2003 was launched by Minister for Rural, Community and Gaeltacht Affairs Eamon Ó Cuív TD on the 10th February 2010. The Scheme sets out College commitments to enhance bilingual services in the period 2010-2012 in the following areas: Website; Media and Advertising; Customer Service; Information Technology; Training and Development. Over 50 staff and students attended this event, at which the Provost and Minister spoke.

The Irish Language Officer advised and facilitated compliance with new regulations under the Official Languages Act concerning College stationery and signage.

In a major new initiative in 2009-2010, the Gael Linn organisation was contracted to provide 18 hours of classes to both staff and students, at four levels, corresponding to the syllabi of Teastas Eorpach na Gaeilge, Over 600 people sought places, although only 120 could be registered (60 staff and 60 students). Attendances during the year averaged at 50-60%. In addition, Roinn na Gaeilge held Irish classes for international students, and voluntary conversation classes were held each week for both staff and students.

Sixteen students participated in the on-campus residency scheme and with 12 students being placed on the scheme for first-year students in Trinity Hall. In 2009-2010 for the first time, a student mentor was appointed to lead the two residency schemes. In 2009-2010, the students

participated in the Oireachtas na Gaeilge festival, hosted a group of Scottish Gaelic students from Glasgow University. During the Éigse na Tríonóide festival, one student gave an historical tour of the campus as *Gaeilge*. Scheme students also organised an Irish language programme on the Trinity FM station, participated in a programme on Raidió na Gaeltachta, and in March organised a successful “Lá na Gaeilge”.

A joint lecture series was held in November 2009, with the Anglican Chaplaincy in TCD, to commemorate the 95th anniversary of the Irish Guild of the Church of Ireland (Cumann Gaelach na hEaglaise). Dr Gordon McCoy lectured on “Protestants and Irish in today’s Northern Ireland” while Dr Andrew Jones lectured on “The Welsh language today”.

A brochure “*An Ghaeilge sa Choláiste*” was issued containing information on the Irish Language office, student events, language classes, the Department of Irish and Celtic Languages and the Official Languages Act. The College staff newsletter *Listings* featured a weekly column publicising Irish language events.

An Irish language careers event for students was held jointly with the Careers Advisory Service and Roinn na Gaeilge in November 2009, attended by over 40 students. The event featured a panel of speakers who gave presentations on the graduate careers opportunities in the Irish language sector.

Organised a Fáilteú/reception for the College Irish language community in December 2009, attended by members of the staff and student community including participants in the Irish language courses and students participating in the Irish language residency schemes.

TCD’s week-long Irish festival was a joint venture between the student Cumann Gaelach and Oifig na Gaeilge. The programme was broadened to include a bilingual Art Tour of the campus in partnership with the Curator of the College Art Collection, a taste of Scottish Gaelic with Griogair Labhruidh, and a concert featuring Louis de Paor and Griogair Labhruidh in the Public Theatre.

A special day trip to An Cultúrlann, Belfast, was organised for staff in May 2010. Participants were given a bilingual tour of historical sites in West Belfast (Falls and Shankill). Lunch and music were provided at An Cultúrlann, Belfast.

News items regarding Irish Language events in College appeared in the following media in 2009-2010: *Raidió na Gaeltachta*, *Raidió na Life*, *Foinse*.

A successful coffee morning was organised for the College and wider Irish language community in July 2010. A tour in Irish was also organised to the National Gallery of Ireland in July 2010 and 25 people participated.

College Art Collections

The first ever College Art Collections store was designed and built to international museum professional standards. This facility enables the professional care of the College’s visual arts heritage, improves the security of the collection while in storage thereby reducing future conservation costs, and assists with the integration of the art collections as primary resources for the College’s core business of research and teaching. The store also allows for the growth of the collections by means of acquisition and donations, thereby further enhancing the prestige of this internationally significant collection.

The 50th anniversary of visual arts initiatives at Trinity College raised awareness of the College Art Collections at the level of the campus and the wider public and led to the conservation of 50 significant artworks. A related series of events was also planned.

Approximately €50,000 in grant funding was secured for a conservation programme to the 50 works selected from the Modern collection for the exhibitions including the large scale hanging by Patrick Scott entitled ‘Kite!’, for the major project to conserve and restore the

Alexander Calder sculpture in Fellows' Square to be executed in 2011; and to produce a significant publication on the modern art collection.

A collaborative exhibition project was initiated, researched, curated and managed by the Curator of the College Art Collections in association with the Douglas Hyde Gallery running from September to November 2010, promoting the College Collections alongside emerging visual arts practitioners.

Planned for the Royal Hibernian Academy during November and December 2010, the first exhibition of the College Art Collections beyond the campus since 1963 was researched and selected by the Curator. The first publication on the collections in 20 years was written, compiled and edited by the Curator. The 128-page illustrated publication includes 3 academic essays and a section drawing together memories of 50 years of involvement from current students, alumni, artists, architects and donors. The publication was funded in the main by the Trinity College Association and Trust. Two assistants from the History of Art and Architecture were selected to assist with these preparations.

A lengthy conservation project was carried out to check the condition of the 16 works by Jack B. Yeats on loan to the College.

The College Gallery picture hire scheme, celebrating 50 years in 2009-10, was prepared to be launched for the first time as both an exhibition and an online scheme.

Schemes were prepared to integrate bodies of artworks as an important element of the new environments at The Long Room Hub and the Biosciences buildings.

Support was provided to the Provost's Office to prepare for the launch of the Creative Arts, Technologies and Culture initiative www.tcd.ie/catc in relation to two of the six flagship areas – the Visual Arts, and Cultural Heritage. Particular assistance was supplied in relation to the possibility of establishing a masters module on Curatorial theory and practice.

Conservation lecture and seminars were provided to the History of Art department 'Approaches to Art History' course.

5. Goals and Objectives supporting the Strategic Plan

The Secretary's Office work can be characterised as information and service provision and legal compliance. These objectives are reflected in the breadth of activities it will undertake in support of the Strategic Plan. The table below summarises the involvement of the individual areas within the Secretary's Office in specific strategic objectives.

In some cases the role is that of a leader and in others of support of facilitation. The detail of the involvement is captured in Section 6 below.

Strategic Objective	Office	
1.1	Build Innovation Alliance	Comms Office
1.3	Promote Dublin as a city of learning, culture and innovation	Comms Office/Web Office/Irish Language Office/Curator
2.6	Improve retention on undergraduate programmes	Equality
2.7	Implement the College's Access Plan	Equality/Curator/Web Office
2.8	Increase the proportion of international students	Equality
2.13	Establish the market brand of the Trinity PhD	Comms Office/Web Office
2.14	Increase the number of international and non-EU graduate students	Web Office/Equality
3.4	Further promote research quality	Equality
4.2	Encourage civic engagement amongst students	Comms Office/Web Office
4.3	Promote a healthy lifestyle amongst students	Comms Office/Web Office
4.5	Maximise opportunities for learning outside the classroom	Irish Language Office/Curator
4.7	Enhance and extend student support services	Equality
4.9	Ease the transition of new students into full membership of the College community	Comms Office/Web Office/Equality/Irish Language Office/Curator
5.1	Increase leadership in public debate	Comms Office
5.2	Champion further initiatives in civic engagement and volunteering	Comms Office/Web Office
5.3	Develop the involvement of alumni	Irish Language Office/Curator
5.4	Develop and integrate the College's activities in health, development, human rights and cultural diversity	Comms Office
5.6	Catalyse new cultural and scientific initiatives in the city	Comms Office/Curator/ Irish Language Office
5.7	Raise Trinity's profile as a centre for academic and cultural activity in the Irish language	Irish Language Office
6.2	Ensure members participate in development programmes	Equality/Irish Language Office
6.4	Provide support services	Equality
6.12	Contribute to the development of a VLE/VRE	Web Office
6.13	Transform the campus experience with mobile web	Web Office
6.22	Comply fully with the Code of Governance	Secretary's Office
6.23	Improve internal governance structures	Secretary's Office

6.24	Facilitate agreements with external bodies	Secretary's Office
6.25	Develop and implement a communications strategy	Comms Office/Web Office
6.26	Undertake a focused branding exercise	Comms Office/Web Office
6.27	Improve media relations	Comms Office/Irish Language Office
6.28	Develop an online communications plan	Comms Office/Web Office

6. Specific objectives with timelines and accountability

6.1 2010-2014

(a) Secretary's Office

6.22 – Comply fully with the Code of Governance for Irish Universities

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
6.22.1 Complete outstanding tasks to ensure full compliance	<p>The following out-standing tasks will be completed:</p> <ol style="list-style-type: none"> 1. Service Charter 2. Statement of Internal Control 3. Handbook for new Board members 4. Schedule of matters reserved for Board 5. Effectiveness of Board 6. Risk Management 7. Policy on capital expenditure proposals and value for money 	<p>Lead: (Secretary's Office (1-5))</p> <p>Support: (Secretary's Office (6,7))</p>	EO/ Office of VP/COO/Treasurer	Existing	Items 2-6 completed by Sept. 2010	Jan. 2011 Item 1		Jul.2011 (Items 1)	
6.22.2 Put annual procedures in place to ensure that reporting requirements are fulfilled	Develop time-table for Board agenda which incorporates reporting requirements	Lead (Secretary's Office)		Existing	Completed Jul. 2010				

6.23 – Continuously improve internal governance structures

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
6.23.1 Review of Committee structures	Contribute to the completion of the review of Committee structures	Support (Secretary's Office)	Lead (Vice-Provost/Chief Academic Officer)	Existing	Completed Sept. 2010	Oct.2009		Dec. 2009	
6.23.2 Monitor adherence to agreed delegation by Board and the Provost	Establish registers to ensure clarity in decision making	Lead (Secretary's Office)		Existing		Jan. 2011		July 2011	

6.24 – Facilitate agreements with external bodies

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
6.24.1 Develop models for legal agreements with external bodies so as to conform with the College's strategic objectives	Review existing agreements and seek amendments as required Secure agreement at sectoral level as to the optimum model for inter-institutional agreements	Lead (Secretary's Office)	Directors of External/Inter-Institutional bodies	Existing	<ul style="list-style-type: none"> • Sectoral agreement secured • Favourable response from key bodies 	Oct. 2009		Jul.2010	
6.24.2 Ensure reporting requirements of external bodies are fulfilled	Establish registers to ensure clarity in decision making	Lead (Secretary's Office)		Existing		Jan. 2011		Jul.2011	

(b) & (d) Communications Office and Web Office

1.1 Build the Innovation Alliance

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
1.1.1 Media relations	Liaise with UCD regarding press relations surrounding major announcements etc.	Support (Comms)	Dean of Research, UCD Communications	Existing	Innovation Alliance website established, press relations supported the Innovation Bursaries, events and appointments; Alliance event template devised with UCD; research stories updated monthly on Innovation Alliance website	Feb. 2010		Ongoing	

1.3 Promote Dublin as city of learning, culture and innovation

5.6 Catalyse new cultural and scientific initiatives in the city

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
1.3.1 Ensure engagement with society activities are in the communications strategy	<ul style="list-style-type: none"> Identify relevant activities for inclusion & promotion in the overall TCD communications strategy Promote involvement of the general public in our programme of public lectures, exhibitions and conferences 	Lead (Comms)	Colleagues across campus who are involved in these activities	Existing	Activities promoted via media relations and internal communications channels	Oct. 2009		Ongoing	

1.3.2 Participate in planning committees of major College initiatives	<ul style="list-style-type: none"> 1. Sit on Trinity Week Committees 	Support (Comms)	Faculty Deans	Existing (Comms & Web)	Trinity Week 2010 was Successful Web developed on Schedule	Jan. 2011		May 2011	
---	---	-----------------	---------------	------------------------	---	-----------	--	----------	--

2.13 Establish the market brand of the Trinity PhD

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
2.13.2 Promote and advertise the Trinity PhD	Assist GSO in the promotion and advertising of Trinity PhD	Support (Comms and Web)	GSO		Worked on advertising campaign for innovation bursaries in March 2010 Made contact with GSO re: website. Not yet initiated.	Depend on GSO			2

2.14 Increase the number of international and non-EU graduate students

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
2.14.1 Search Engine Optimisation for International Office Website	<ul style="list-style-type: none"> Consult with International Office Analyse Requirements Setup SEO Setup Google Analytics Monitoring (ongoing) 	Lead (Web)	International Office Schools	External Consultancy SEO/Analytics	Source contractor	Jan. 2010	Monthly	Jul. 2012 (with ongoing monitoring by Int. Office)	3

4.2 Encourage civic engagement amongst students

5.2 Champion further initiatives in civic engagement and volunteering (related to 4.2.1)

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
4.2.1 Promote civic engagement, particularly to the internal audience	Highlight key activities in this area on the TCD website as news items	Lead (Comms)	Civic Engagement Officer Web Office	Existing	Relevant activities featured on the web and advertised via internal communications channels (notice board, Listings, Info Screens)	Oct. 09		On-going	
4.2.2 Contribute to encouraging Civic Engagement by designing and implementing a website based on content received from the Civic Engagement Officer.	<ul style="list-style-type: none"> Identify Sponsor Identify and consult with Stakeholders Launch Website 	Lead (Web)	Civic Engagement Officer Careers Communications Office		Project completed and website was launched on 24th May 2010.	Dec. 09	Monthly	Jul. 2010	4

4.3. Promote a healthy lifestyle amongst students

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	

4.3.1 Promote Health Awareness Week to College community	Participate in Health Awareness Week Committee and promote it internally	Lead (Comms)	Director of Health Awareness Committee, Web Office	Existing	Successful Health & Sports Week 22-25 March 2010, promoted internally and in national press	Jan 2011		Mar 2011	
4.3.2 Contribute to the promotion of Health Awareness week by providing web design assistance based on content provided by College Health.	Develop website in consultation with College Health Service	Lead (Web)	Director of College Health Health Awareness	Existing	Project completed and website was launched in time for Health Week 2010.	Jan 2011	Bi-Monthly	Feb. 2011	5

4.9 Ease the transition of new students into full membership of the College community.

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
4.9.1 Integrate needs of new students into digital communications strategy	Liaise with Senior Tutor's Office to identify new students' needs	Lead (Web) Support (Comms)	Senior Tutor Orientation Pastoral Services	Existing	Organise social networking seminar for end Jan 2011	Jan. 2010	Monthly	Jul. 2012	6

5.1 Increase leadership in public debate

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
5.1.1 Encourage academics to contribute to public debate	<ul style="list-style-type: none"> Encourage academics to act as spokespeople / experts in their field by participating in current affairs programmes giving informed views and writing opinion pieces in the national press etc 	Lead (Comms)	Academic Staff	Existing	Good representation of key academics in press and public debate ; Opinion pieces placed in national press	Oct. 09		On-going	

5.1.2 Provide advice to colleagues in advance of media interviews	<ul style="list-style-type: none"> Assist colleagues in preparing for media interviews when working on events/publication of research papers etc as identified in the College Calendar of Strategic Events 	Lead (Comms)	Academic Staff, Media	Existing	This service was provided on request	Oct. 09		On-going	
---	---	--------------	-----------------------	----------	--------------------------------------	---------	--	----------	--

5.4 Develop and integrate the College's international activities in health, development, human rights and cultural diversity

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
5.4.1 Promote TCD's activities in these areas	<ul style="list-style-type: none"> Identify publicity opportunities for the South Asia Initiative, TIDI, initiative on Climate Justice & International Doctorate in Global Health by liaising with relevant colleagues 2. Weave these opportunities into the Calendar of Events and communications strategy 	Lead (Comms)	Colleagues in relevant areas	Existing	Press releases and news items supported these areas; video to promote the Masters in Development Practice	Mar. 2010		On going	

6.12 Establish a virtual learning environment (VLE) and a virtual research environment (VRE)

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
6.12.1 Contribute to the establishment of a VRE/VLE	Ascertain connection/integration if relevant to TCD website	Support (Web)	ISS, CLT and CAPSL	To be determined	To be determined	Dependent on owner of action			

6.13 Transform the campus experience with mobile web

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
6.13.1 Develop plan re: which areas of TCD website are feasible for mobile delivery	<ul style="list-style-type: none"> Initial consultation with Secretary and Communications Office Identify Sponsor Identify and consult with Stakeholders Gather Requirements 	Lead (Web)	College Secretary Web Management Committee Communications Office Other relevant College areas	Existing	Complete Stakeholder consultation Signoff for requirements Create Plan	Jan. 2010	Monthly	Jul. 2011	7
6.13.2 Design and Develop Mobile version of nominated areas of TCD website	<ul style="list-style-type: none"> Create Visual Design Launch Website(s) 	Lead (Web)	College Secretary Communications Office Other relevant College areas	Existing	Source External Contractor Initial meetings have taken place, further planning and project to start in early 2011	Jul. 2011	Monthly	Jul. 2013	7
6.13.3 Keep up to date on Campus M project	<ul style="list-style-type: none"> Liaise with IS Services Design online branding for campus M app 	Support (Web)	IS Services		Completed design, integrated TCD maps and News into CampusM. TCD Students app launched in Oct 2010.	Nov. 09	Monthly	Feb. 2010	

6.25 – Develop and implement a communications strategy

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
6.25.1 Devise a calendar of strategic College events	<ul style="list-style-type: none"> Consult with Schools, Research Centres/Units to identify their strategic events and incorporate into a College wide Calendar as appropriate Circulate Calendar to Executive Officers 	Lead (Comms)	Schools, Research Centres/Units	Existing	Calendar of events routinely done for each term & circulated to EOG	Oct.02009	Beginn- ing of each term	Ongoing	
6.25.2 Conduct communications audit	<ul style="list-style-type: none"> Undertake a quantification and analysis of external communications needs and practices 	Lead (Comms)	Those staff invited to participate	Existing	Completed in June 2010	Jan. 2010		Jun. 2010	
6.25.3 Conduct Market Research	<ul style="list-style-type: none"> Commission market research to ascertain level of awareness of brand recognition 	Lead (Comms)	External stakeholders	Money allocated by Provost through CAG	Deferred until 2010/11 due to work load and for the comms audit to be completed	Jan. 2011		Sept. 2011	
Preparation of Comm's Strategy						Oct. 2009		Jul. 2011	

6.26 – Undertake a focused branding exercise

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start Finish	Review	Review	
6.26.1 Develop the TCD Brand	<ol style="list-style-type: none"> 1 Monitor the implementation of the new corporate stationery across College 2 Align web design & print design 3 Design and develop the TCD brand in an online environment 	<ol style="list-style-type: none"> 1.Communications Office 2. Comms Office & Web Office 3. Web Office 	All colleagues	Graphic designer	1.Central print broker in operation since July 2010; branding principles approved by CAG in June 2010 and uploaded to	Jan. 2010	Monthly	Jul. 2012 Ongoing	

					web 2.Requirements Signoff Visual Design Signoff Rollout across Applications 3. Main social networking channels setup/design Completed				
6.26.2 Conduct market research	<ul style="list-style-type: none"> Commission market research to ascertain level of awareness of brand recognition 	Lead (Comms)	External stakeholders	Money allocated by Provost through CAG	Deferred until 2010/11 due to work load and for the comms audit to be complete	Jan. 2011		Sept. 2011	

6.27 – Improve media relations, thereby delivering strategic benefits to the College

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
6.27.1 Continue and improve media relations	<ul style="list-style-type: none"> Continue to foster relationships with key journalists 	Lead (Comms)	Key journalists	€12,000 (ie €4k per Faculty for two days media training each) Staff Development Office to cover cost	Media training courses for academics organised by the Comms Office & Staff Office. Faculty of AHSS completed in Nov 2010 and other faculties in 2011.	Oct. 2009		End 2011	

6.27.2 Raise TCD's profile internationally	<ul style="list-style-type: none"> Issue more international press releases Syndicate press releases through AlphaGaelio, PR Newswire, EurekAlert! etc Encourage use of iTunes U as an international promotion communications channel Increase use of social networks (e.g. Twitter etc) 	Lead (Comms)	Researchers to provide robust newsworthy stories re research breakthroughs All academics	€25,000	Securing required funding International research press releases issued when there is merit to free syndication services; academics encouraged to use iTunes U	Oct. 2009		Ongoing	
6.27.3 Develop the Online Media Directory of Experts to include a higher number of academics	<ul style="list-style-type: none"> 1. Encourage more academics to sign up to the Directory of Experts 	Lead (Comms)	All academics & researchers		Amalgamation of Media Directory into RSS begin developed, should be in operation early 2011	Oct. 2009		Mar. 2011	

**6.28 – Develop an online communications plan that is aligned with the College’s information strategy and communications strategy
Cross ref 6.13 Transform the campus experience with mobile web**

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
6.28.1 Devise an online strategy for digital communications	<ul style="list-style-type: none"> Develop a communications strategy for iTunes U, Web 2.0 etc. 	Support (Comms) Support (Web Office)	1. Vice-Provost and Digital Comms 2. Project Leader / Team		Three year programme & governance arrangements in place	Sept. 09		Ongoing for 3 years	
6.28.2 Form Digital Communications Working Group	<ul style="list-style-type: none"> Bring together key parties with an interest / role in digital communications Develop mechanisms for ensuring usage of Web 2.0 for the purposes of promoting TCD 	Lead (Web Office as chair of Digital Comms WG) Support (Comms)	Relevant colleagues to participate	External Consultancy	Form Group Organise Meetings	Sept. 09	Monthly	Ongoing for 3 years Jul. 2012	

		Support (Web Office)							
6.28.3 Video production for TCD publicity Showcase core areas of teaching, research, innovation and outreach on the TCD website	<ul style="list-style-type: none"> Produce 3 high end videos to promote TCD in the areas of <ul style="list-style-type: none"> Research Teaching and Learning General overview of TCD Ensure that material on the GHP as lead news items reflect the diversity and range of research, scholarship & outreach initiatives 	Lead (a) Content (Comms) Lead (b) Project Mgt/Design/Technical (Web Office)	Dean of Research, Director of International Office, CSC, GSO, Admissions All Faculties and Research Centres / Institutes / Web Office	(part of the Digital Comms project budget)	Video production company commissioned Script Signoff Post Production Signoff Video Distribution Content Signoff	Oct. 2009		Apr. 2011	
6.28.4 Showcase core areas of teaching, research, innovation and outreach on the TCD website	Ensure that material on the GHP as lead news items reflect the diversity and range of research, scholarship & outreach initiatives	Lead (Comms) Support (Web)	All Faculties and Research Centres / Institutes / Web Office		Range and volume of material on the web achieved this (160 news stories, 80 press releases)	Oct. 2009		Ongoing	

(e) Information Compliance

The work of the Information Compliance Office has a generally supportive function in relation to the Strategic Plan. It is important for all aspects of the Information Compliance brief to be met as a basic prerequisite and in order to avoid reputational harm. If not, it could impede the achievement of the Plan's goals and objectives. Information Compliance does not, however, perform tasks specifically related to the numbered actions in the Plan.

(f) Equality

Strategic Actions: Education

2.6 improve retention on undergraduate programmes;

2.7 Implement College's Access Plan 2009-2013 (22% entrance rate by non-traditional students);

2.8 Increase the proportion of international students;

2.15 Increase the number of international and non-EU graduate students.

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*	
						Start	Review	Finish		
Policy Development – to update and support access and diversity aims Actions: 2.6, 2.7, 2.8, 4.7, 4.9.	Review Access and Equality Policy- update and strengthen equal status provisions. Streamline existing policies.	Lead	Staff Office, Disability Service, TAP, Mature Students Office, Senior Lecturer's Office	Existing	Policy reviewed and re-drafted. Approval by Committee Nov 2010	Jan. 2010	Jun. 2010	Dec. 2010		
Education and Awareness – contribute to developing inclusive study environment for increasingly diverse student body Actions: 2.6, 2.7, 2.8, 2.15, 4.7.4.9	1. Support embedding equality in training and development programmes; (also see action 6.2)	Support	1 Staff Development, CAPSL	1, 2, 3, 4. Existing	1 Staff Development developed a policy matrix referencing equality policies to courses. Further progress required	Current		Ongoing		
	2. Dignity and Respect policy communication to students	Lead	2&3 Staff Office/ Senior Tutor's Office/ S2S							
	3. D&R training provided to Tutors and PG Advisory Service Panel; Peer support training.	Support	CAPSL, Staff Dev							
	4. Cross-cultural communication	Lead				2&3 Training provided to Tutors (S2S induction and peer support training	Jan. 2010		April 2010	
	5. Diversity Safe programme (pending funding from Equality Authority)		5 Equality Authority	5.€10,000 funding requested – not awarded		4. Cross-cultural teaching	Mar. 2010		cancelled	
	6. New IUA Equality Network bid for funding for developing diversity	Lead	6 Equality	6 €20,000					Nov.	

	e-learning module		Authority; Staff Office	Equality Authority + 3,500 per uni	workshop provided for academic staff, 5 Diversity Safe programme did not receive funding 6 IUA Equality Network bid for funding for developing diversity e-learning module successful, €20,000 will be implemented in 2010-2011	Cancelled Nov. 2010		2011	
Data collection/equality monitoring Actions 2.6, 2.7, 2.8, 2.15, 4.7, 4.9.	Continue equality data development – consistency and new areas for data collection. Prepare Annual Equality Monitoring Report	Lead	Monitoring Advisory Group; data sources: TAP, Staff Office, Mat Sts, DS, Senior Lecturer, Contact Persons.	Existing	Liaising with Staff Office re e-recruitment Monitoring Group made submission to E-strategy group student stream Annual Monitoring Report submitted to Board	Ongoing Jan. 2010		Ongoing May 2010 May 2010 + Annually	
2.8 & 2.15	Cross-cultural teaching/general	Lead	Staff	Equality	Module	Jan. 2010		May	

	staff module to support service provision to international UG and PG students		Development/CAP SL/ TIC	Office budget - €1,000-€3,000	implemented with CAPSL, by ICOS, low uptake but good feedback			2010	
4.9 Ease transition of new students	Peer mentor training (D&R/diversity awareness)	Support	S2S		Completed 2009-2010, will be ongoing	Oct. 09		June 2010 /annual	
Liaison and coordination with student support services Action 4.7	Liaison with student support services, Counselling, Senior Tutor's Office, DS, TAP etc. Advisory role in Equality Committee, Mental Health Advisory Group	Support	Student support areas		?	ongoing		ongoing	
Mainstreaming Action 4.7	Support embedding of equality in training and development programmes for support staff;	Support	Staff Development	Time	IUA equality e-learning project. Mainstreaming and embedding requires further action and involvement with Staff Dev and support areas.	Dec. 09		ongoing	

Strategic Action: Knowledge generation and transfer

3.4 Further promote research quality 'we will implement a mentoring programme to fully develop the potential of staff'.

Strategic Action: Enabling the Strategy

6.2 Ensure members participate in development programmes, and maximise their potential to achieve excellence;

6.4 Provide support resources.

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
Facilitate implementation of Gender and Promotions Action Plan 2009-2014			EOG, Deans, Staff Office, CAPSL, WiSER, HofS, F HR advisors.	To be determined	No further development regarding promotions/promotion targets Mentoring scheme being piloted by College			2014	
INTEGER project Institutional Transformation for Effecting Gender Equality in Research Actions 3.4, 6.2.	Part of Institutional Implementation team	Support	WiSER		INTEGER programme starting 2011-2014 INTEGER project starting Jan 2011, Eq Officer on Team	Jan. 2011		2014	

Equality mainstreaming in development programmes Action 6.2 (also see actions 2.6, 2.7, 2.8, 4.7, 4.9)	Support the embedding of equality issues in development programmes;	Support	Staff Development; CAPSL; Disability Service		Staff Development developed a policy matrix referencing equality policies to courses. Further progress required IUA e-learning diversity module to be mainstreamed in recruitment process for interview panels – pilot 2010-2011	Oct. 09 March 2011	Jun. 2010	On Going Nov. 2011 – option continue	
Disability Service Action: Further develop effective procedures for supporting staff with disabilities/Compliance with Disability Act	Support implementation and communication of Code of Practice; encourage disclosure. Application to 02 Ability Awards Enable 3% staff reporting	Support Lead Lead/Support	Staff Office, DS Staff Office		No further development	2010		2014	

Action 6.4 Provide information, advisory and policy resources	Available to provide information to staff on College equality policies, legislation and resources	Lead	Staff Office			ongoing		On going	
---	---	------	--------------	--	--	---------	--	----------	--

(g) Irish Language Office

1.0 Trinity's strategy for the future

3.0 Knowledge generation and transfer

4.0 Student Experience

5.0 Engagement with Society

6.0 Enabling the Strategy

Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Risk Ref No.*
						Start	Review	Finish	
1.3 Promote Dublin as a city of learning, culture and innovation	Explore areas of collaboration with Long Room Hub with a citywide focus. Possibilities include weekly conversation space, as well as seminars, exhibitions and events.	Irish Language Office, Long Room Hub		Minimal at this stage	Irish Language event held in Oct 2010	Sept. 2010	Dec. 2010	Jun. 2011	
4.5 Maximise opportunities for learning outside the classroom	Provision of Irish language courses to staff and students who are interested, advice on online language learning programmes	Irish Language Office	Course providers (Conradh na Gaeilge 2010/11), Staff Development Office	Financial cost of main courses, time coordinating courses	Courses in Place annually	Oct. 2010	Dec. 2010	Apr. 2011	
4.9 Ease the transition of new students into full membership of the College community	Interview of candidates for places on first years' Irish Language Residency Scheme in Trinity Hall, establishing orientation and mentoring procedures, monitoring mentoring process, establishing links with on-campus scheme, An Cumann Gaelach, links with other colleges' residency schemes	Irish Language Office	Warden, Trinity Hall, Junior Dean/Registrar of Chambers, an Cumann Gaelach, Roinn na Gaeilge	Irish language officer's time, student mentor, house warden of Irish block, Trinity Hall	Mentor in place, captains elected, meetings held with students	Oct. 2010	Dec. 2010	Apr. 2011	

5.3 Develop the involvement of our alumni	Start in 2010-2011	Irish Language Office	Trinity Foundation, TBA	Minimal at this stage	Collaborative event agreed by July 2011 for academic year 2011-2012*	Jan. 2011	Apr. 2011	Jul. 2011	
5.6 Catalyse new cultural and scientific initiatives in the city	Explore areas of collaboration with Long Room Hub with a citywide focus- please see 1.3 and 5.7	Irish Language Office	See 1.3 and 5.7	See 1.3 and 5.7	See 1.3 and 5.7	See 1.3 and 5.7	See 1.3 and 5.7	See 1.3 and 5.7	
5.7 Raise Trinity's profile as a centre for academic and cultural activity in the Irish language	Development of programme for Éigse na Tríonóide with An Cumann Gaelach and promotion of this festival week among the College community and the Irish language community at large, to include events of an academic and cultural nature	Irish Language Office	Roinn na Gaeilge, An Cumann Gaelach, School of Languages, Literatures and Culture Studies, Irish language media, external funding agency for special event	Time spent planning, Funding for events in Éigse week	Éigse na Tríonóide 8-12 March 2010	Nov. 2010	Jan. 2011	End Mar. 2011	
6.2 Ensure that staff members participate in development programmes supported by the College and maximise their potential to achieve excellence	Provision of Irish courses to enhance TCD's institutional capacity to provide bilingual service into the future and in accordance with the Irish Language Scheme 2010-2012	Irish Language Office	(a) Conradh na Gaeilge, (b) Other designated service provider, Staff Development Office, local area managers throughout College	Financial cost of main courses, time spent coordinating courses	(a) Mainstream Courses in place-Oct. 2010 and (b) Intensive course in place by June 2011	(a) Oct. 2010 and (b) Nov. 2010	(a) Dec. 2010 and (b) March 2011	(a) Apr. 2011 and (b) Jun. 2011	
6.27 Improve media relations, thereby delivering strategic benefits to the College	Maintain strong links with new Irish language newspapers Foinse and Gaelscéal. Maintain links and supply news material regularly to Irish language radio stations, online news services and TG4.	Irish Language Office Support Communications Office	Irish language newspaper, other Irish language media	Time, Minimal financial resources	First TCD story appears in newspaper, coverage in other media of key events especially Éigse na Tríonóide	Nov. 10	Apr. 11	Jul. 11	

(i) Curator of the College Art Collections

1.0 Trinity's strategy for the future

2.0 Education

4.0 Student Experience

5.0 Engagement with Society

Strategic Action/Main Task	Details of Task	Lead Role	Dependencies	Resources	Key Milestones	Timeframe			Comment
						Start	Review	Finish	
1.3 Promote Dublin as a city of learning, culture and innovation	<ol style="list-style-type: none"> Facilitate and promote artistic connections and collaborations between existing and potential creative initiatives on campus and stakeholders outside of the University by actively engaging the campus along with external cultural institutions, community groups, and smaller galleries with the College art collections. Stage series of events and exhibitions on campus & throughout the city to promote College as a patron, promoter and catalyst of art – Launch the 50th Anniversary of Modern Art at TCD, Spring 2010, mini symposium. Train & enable students to provide intellectual access to the art collections to their peers and to the wider campus and public audience 	Curator / College Art Collections Advisory Group	Student involvement, Community Group involvement, Dublin City Council Arts Office, local cultural institutions.	Funding for the 50 th anniversary events secured in the main from the Trinity College Association and Trust	<p>1. Two major exhibitions in place for Sep-Dec 2010 at the Douglas Hyde Gallery and the Royal Hibernian Academy</p> <p>Further exhibitions planned for 2011 & collaboration with 'Dublin Contemporary art festival</p> <p>2. Campus / Public Education & Outreach programme initiated and smartphone self-guided tour to be launched Nov. 2010</p> <p>3. Train students as campus art tour guides in</p>	Dec. 2010	May. 2011	Ongoing	<p>Milestones no. 1 and 2 on target.</p> <p>No. 3 initiated and progressing</p>

		through a formalised Education & Outreach programme.				both English and Irish				
2.7 Implement College's Access Plan, 2009-13	1.	Discuss formally with the Equality Officer, TAP, SUAS, Bridge to College, the Centre for Deaf Studies, and the Disability Service Office the possibility of integrating the College Art Collections as a resource for formal and informal engagement with groups that are under-represented at College. This should be perceived as a complementary tool to existing outreach programmes run by these groups.	Equality Officer, TAP, SUAS, Bridge to College, NIID, Disability Office	Curator and volunteer student committee	No extra funding necessary	It will be 2010-2011 before results will be realised.	Feb. 2011	Sep. 2011	Ongoing	Some initial approaches were made during 2009-10, this will be built on during 2010-11
4.5 Maximise opportunities for learning outside the classroom And 4.9 Ease the transition of new students into full membership of the College community	1.	Create a specially designed art collections store to act as a small research facility and workshop for classes at undergraduate and postgraduate level, integrating object based learning with core curriculum courses, and also accommodating national and international researchers. Ensure involvement is cross-disciplinary, liaise with Broad Curriculum courses.	1. Director of Buildings Office / Curator	1. Director of Buildings Office / Keeper of Preservation and Conservation	1. Funding secured for store from Provost, through Capital Expenditure	1. Store facility building complete August 2010. Next stage: systems testing period and transfer of artworks	Dec. 11	Mar. 2011	May 2010	1. Store complete; tests of services and systems next phase in preparation for transfer of collection in storage.
	2.	Provide educators and students with improved intellectual access to the College Art collections displayed in general areas using actual and virtual methods including the	2 Head of the History of Art department / Curator	Assistance from interns and volunteers	2. Funding not required from Art Collections Budget for Curatorial module.	2.1 Masters module planned on Curatorial theory and practice in conjunction	Mar. 11	Ongoing	Ongoing	Initial research carried out during 2009-10 for CATC initiative

	<p>introduction of physical labels, information panels, and pamphlets along with virtual representations of the parts of the collections that are not publicly accessible by means of virtual presentations online and on plasma screens, in preparation for later online database and self-guided tours.</p>			<p>Non-pay budget funding would be used to enhance intellectual access to collections</p>	<p>with the Head of the History of Art Department & the Masters on Public Heritage as part of CATC initiative</p> <p>2.2 Installation of labels & information panels beside artworks in the Arts & Hamilton Buildings; Info sheets in presentation folders in Dining Hall, EDH, Common Room.</p>				
	<p>3. Provide students across all disciplines with opportunities for object based learning by developing existing volunteer committee remit and internship initiative to enable students to gain or develop knowledge of Irish and international art plus specialised curatorial skills along with transferable skills in presentation and communication, IT, project management, administration, accounting, and marketing. Contact has been made with the NIID with regard to involving the students in work experience. These initiatives may also contribute to</p>	<p>3. Curator</p>	<p>3. Assistance from volunteers and interns</p>						

	4. Involve students in the development of technology-based art tours and interpretive tools.	4. Curator	4. Assistance from the Computer Science department	4. Paid internships created but dependent on securing annual funding. Hot-desk office space secured.	4. Completion of study/storage facility for art collections to provide a locus for volunteer training and object based learning				
5.3 Develop the involvement of our alumni	<ul style="list-style-type: none"> Alumni were invited to participate in the preparatory stages and the launch of the 50th Anniversary of the Modern Art Collection exhibition 2010. An archive of memories recounting involvement with the art collections during the past 50 years has been initiated with the alumni as the main source of information, this process will be continued as an ongoing project. 	Curator			Commemorative publication to be launched Nov. 2010 realising initial stages of alumni archive; new website to incorporate more aspects of this project.	Jul. 2010	April 2011	Ongoing	It is anticipated that the launch of the website and the book will precipitate and encourage this process.
5.6 Catalyse new cultural and scientific initiatives in the city	<ul style="list-style-type: none"> Continue to communicate with external cultural institutions nationally and international bodies concerned with university heritage such as UMAC / ICOM, Universeum and Forum UNESCO-University Heritage. Initiate an all-island body concerned with the preservation, promotion & development of university collections. Continue to promote 	Curator			Dublin Contemporary art festival 2011 Digital Solstice – art exhibition (campus and Science Gallery – ongoing projects				

	<p>campus-based artistic initiatives and initiate creative collaborations with external cultural institutions, in particular in relation to the 50th Anniversary of Modern Art at Trinity College, such as the planned exhibition.</p> <ul style="list-style-type: none"> • Further support student-generated artistic initiatives that link the College with the city and vice versa, such as the DU Visual Arts Society exhibition of staff and student artworks and research projects that incorporate a visual arts element. 				<p>linking art, science and technology engaging with current students, graduates, and practitioners)</p>				
--	---	--	--	--	--	--	--	--	--

7. Core Business Functions

(a) Secretary's Office

During 2010/2011 the Office will continue to provide the secretariat for meetings of Board, Council, Executive Officers and the Board and Council sub-committee on Higher Degrees. Legal advice will be provided or secured as required for the College community and the office will manage the College's trademark and domain portfolios. It is intended to complete the tender for the provision of legal services during 2010/2011.

The office will oversee the administration of the election to the Provostship in April 2011.

Election to Fellowship will be administered and the process for awarding honorary degrees will also be managed by the office.

(b) Communications Office

The Communications Office will continue to develop and manage the College's communications strategy to promote the College and its work to key audiences. It will collect appropriate information within College and evaluate its news value; act as a central point for all College communications with the media; coordinate internal and external communications; and provide a support and advisory service for staff.

The office will devise the College's Calendar of Strategic Communications Events and will edit the TCD Annual Report. It will be responsible for the event management of major College functions and manage filming, broadcasting and photocall requests on campus. It will provide a media monitoring service and place course advertisements on behalf of academic areas.

(c) Enquires Office

The Enquiries Office will continue to provide a public information service to the College community and the general public. The University Calendar (Part 1) for 2011/2012 will be prepared as will the Supplement to the Calendar 2011-12 and the Extramural Courses and Afternoon/Evening/Weekend Degree and Diploma courses booklet. The Office will continue to operate the bookings for College rooms and facilities for both internal and external events. The College's entry in the IPA Yearbook and Diary will be prepared as will listings of extramural/evening courses for external evening course guides.

(d) Web Design Office

The Web Design Office will continue to provide website design and front end development services to all College areas including academic, admin and support areas. The office will also continue to provide technical support, advice and assistance to all College web authors and the College Community, along with the maintenance and design of top level College webpages and key websites.

Presentations and seminars on web accessibility and web 2.0 Technologies will be provided by the office. Sourcing and supervision of external contractors for design purposes will continue to be managed by the office.

(e) Information Compliance Office

The Information Compliance function will co-ordinate compliance with the Freedom of Information requirements by ensuring the provision of information required by FOI. The Section 16 Manual and a revised Section 15 will be prepared in 2011/2011.

Formal training for all the College's FOI Decision Makers who have yet to receive training.

The office will also ensure compliance with Data Protection legislation by dealing with data protection issues arising from (a) alleged data breaches or (b) access requests. Information and advice will be provided in relation to data protection requirements (usually related to new projects that involve handling personal data). Information and advice will be provided to the College community and it is planned to survey the College's role as data processor.

Advice will be provided on copyright compliance, including dealing with alleged copyright infringements. The office will continue to liaise with the Irish Copyright Licensing Agency.

(f) Equality Office

In addition to the actions to support the implementation of the Strategic Plan, the Equality Officer will continue work on legal compliance/ developing good practice in promoting equality and inclusion. In particular this will include the provision of advice in relation to the Civil Partnership Act when it is enacted. Dissemination and advisory activities will continue in particular the development and maintenance of the Equality Office website and awareness campaigns on International Women's Day, Positive Ageing Week etc. The Equality Officer will provide the secretariat for the Equality Committee and will support the work of the Equality Fund. Information will be provided to staff and students. Work will continue with the IUA Equality Group through which funding opportunities will be sought and sectoral best practice developed.

(g) Irish Language

In addition to the actions to support the implementation of the Strategic Plan, the Irish language Officer will continue to advise College in relation to its legal obligations under the Official Languages Act, its commitments made in the TCD Irish Language Scheme 2010-2012, to administer the Irish language student residency schemes, to promote the Irish language in the life of college generally, and to foster links with the external Irish language community.

(i) College Art Collections

Focus will continue on the areas of conservation, security, and developing and providing information. Particular attention will also be paid to the development of standard policies and procedures. The collections database will continue to be developed in preparation for public accessibility (to selected non-sensitive sections only). Involvement in planning and realising courses related to the collections and curation will be increased. A major project to rationalise the catalogue numbering system as a whole will be implemented. The ongoing programme of professionally photo-documenting the artworks located throughout campus will complement data development in preparation for promoting the collections as a resource for research, teaching, and outreach from 2010-11 onwards. Cross-disciplinary student involvement in the voluntary assistance scheme will be encouraged and developed and creative initiatives facilitated. Artworks still in temporary storage will be re-installed on display where possible. Liaisons with internal or external bodies concerned with the Digital Humanities and heritage policy will be strengthened. There will be an increased drive for funding and the donation of artworks in order to preserve, promote, and develop the collection.

Appendix 1 - Reports to College Committees

The following areas within the Secretary's Office will submit detailed 2009/2010 Annual reports to their respective committees during the current academic year.

Communications	Communications Advisory Group
Web Design	Web Management Committee
Information Compliance	Library and Information Policy Committee
Equality	Equality Committee
Irish Language	Coiste na Gaeilge
College Art Collections	College Arts Collections Advisory Group

Appendix 2 – Staffing in Secretary’s Office

Area	Staff	
	Permanent	Contract (date of expiry)
Secretary’s Office	Anne FitzGerald (Secretary) Monica Alcock (Administrative Officer) Moya Thompson (Senior Executive Officer) Caroline Morgan (Executive Officer)	Sinead MacBride (Administrative Officer/Solicitor) June 2012
Communications	Sally-Anne Fisher (Communications Officer) Sharon Campbell (Assistant Communications Officer)	Caoimhe Ni Lochlainn (Press Officer) – January 2011 Olivia Waters (Executive Officer) – March 2011
Enquiries	Mary McGetrick (Administrative Officer) Elizabeth Mc William (Senior Executive Officer)	
Web Design	Maura Horan (Senior Web Designer) David Smith (Web Designer)	Jamie Farrell (Web Designer) – December 2012 Darragh Butler (Web Designer) –December 2012
Equality		Karen Campos McCormack (Equality Officer) – October 2015
Irish Language		Aonghus Dwane (Irish Language Officer) – March 2011
College Art Collections		Catherine Giltrap (Curator of the College Art Collections) – November 2011

Appendix 3: Communications Office

1. Press Releases issued in 2009/2010

1. TCD Centre for Global Health Research Project on the Discrepancies in Aid and Development Workers' Salaries Highlighted as High Impact Research - Aug 27, 2010
2. New TCD Research Shows Reduction in Side-Effects Associated with Electroconvulsive Therapy (ECT) for Depression - Aug 18, 2010
3. New Partnership between TCD's School of Medicine and the National Rehabilitation Hospital - Aug 13, 2010
4. TCD Researchers Shed New Light On Schizophrenia - Aug 03, 2010
5. Trinity Provost Welcomes City of Literature Award for Dublin - Jul 26, 2010
6. Engineering, Medical and Biomedical Students Design Next Generation Medical Devices at ESEM Summer School at TCD - Jul 23, 2010
7. TCD Researchers Shed New Light On Schizophrenia - Jul 21, 2010
8. The TCD/UCD Innovation Alliance Announces Appointment of Innovation Academy Course Co-Directors - Jul 20, 2010
9. TCD secures €81.9 million in Research Funding that will Grow Graduate Education and Smart Economy for Ireland - Jul 16, 2010
10. New Strategic Partnership between TCD and the ESRI - Jul 14, 2010
11. International Research Consortium on Environmental Change and Health in Eastern Africa Led by Trinity College Dublin Awarded EU-Framework Programme 7 Funding - Jul 07, 2010
12. Secondary School Girls Build Robots and Design Mobile Phones during Trinity Engineering Study Visit - Jul 07, 2010
13. The US Under Secretary of Energy Dr Kristina Johnson among three recipients conferred with Honorary Degrees- Jul 02, 2010
14. Trinity Immigration Research Programme Presents its findings on Immigration in Ireland- Jul 02, 2010
15. New Research Shows Irish Parents do not Consider it Beneficial to Introduce Children to Alcohol - Jun 28, 2010
16. India's Minister for Corporate Affairs Speaks at TCD Glucksman Symposium - Jun 25, 2010
17. TrinityHaus i.School: 'Entrepreneurs Don't Grow on Trees!' Summer Camp for Secondary School Students at TCD- Jun 24, 2010
18. TCD Researchers Collaborate on International Project to Integrate 'Cloud Computing' with 'Grid' TechnologiesJun 22, 2010
19. Trinity Celebrates 10 Years of its Disability Service with Symposium and Booklet of Student Experiences - Jun 18, 2010
20. International Conference on the Impact of Global Warming on Plant and Animal Life - Jun 18, 2010
21. Minister for Health Opens State-of-the-Art Pharmacy Facility at Trinity - Jun 15, 2010
22. Central Bank Governor, Professor Patrick Honohan, Delivers Opening Address at TCD Conference on International Finance - Jun 15, 2010
23. TCD Researchers Discover New Autism Genes as Part of Major International Research Project - Jun 10, 2010
24. Trinity College Hosts International Conference on the role of Nervous System and Immune System interactions in Health and Disease - Jun 10, 2010
25. Library Exhibition on the Irish in India, 'Nabobs, Soldiers & Imperial Service: the Irish in India' - Jun 01, 2010
26. TCD Celebrates Africa Day with Conference on Food Security - May 31, 2010
27. The Irish Longitudinal Study on Ageing Research Seminar - May 17, 2010
28. Stanford President John L. Hennessy Becomes First International Advisor to Trinity College Dublin / University College Dublin Innovation Alliance - May 13, 2010
29. Trinity College Dublin Announces a New Partnership for Teacher Education with its Associated Colleges of Education - May 11, 2010
30. New Research Identifies New Genes Associated with Cleft Lip and Cleft Palate in Children - May 05, 2010

31. Minister for Older People Launches 'Living with Dementia' – A Social Research Programme in Dementia Care - May 04, 2010
32. CRANN Opens Ireland's Most Advanced Nano Research Facility - Apr 28, 2010
33. TCD Researchers Link Rising Spring Temperatures to Changes in Plant and Animal Life-Cycles - Apr 21, 2010
34. A New Report 'Creativity, the City and the University' Examines TCD's Collaboration with major Dublin Cultural Institutions - Apr 15, 2010
35. Trinity Week Academic Symposium '20/20 Vision': What will the world be like in ten years time?' - Apr 15, 2010
36. Trinity College Dublin Announces New Fellows and Scholars - Apr 12, 2010
37. "Does size matter? The impact of 'Perfect Beauty' Ideals in the Media" - Apr 14, 2010
38. Archives in Crisis: A Symposium Debates the Future of Archives in Irish Society - Apr 13, 2010
39. TCD Scientists Make Significant Breakthrough in Genetic Processes of Flower Development- Apr 06, 2010
40. Trinity Week 2010 Launched - 'Ideas for the future' - Apr 01, 2010
41. Dublin School Children Unveil a Collection of Handmade Books Inspired by Works from TCD's Library at Bookmarks Exhibition 2010 - Mar 25, 2010
42. TCD Researchers Identify Genes that may Play a Key Role in the Development of Schizophrenia and Bipolar Disorder - Mar 23, 2010
43. Trinity College Dublin Researchers Collaborate in Discovery of New Cell that has Potential for Targeted Treatment of Asthma - Mar 16, 2010
44. Innovation Alliance Announces Innovation Bursaries and Roll Out of Innovation Academy Graduate Programme - Mar 11, 2010
45. Ten New Spin Out Companies Set Up in Trinity College Dublin - Mar 10, 2010
46. Seachtain Spleodrach Geallta d'Eigse na Tríonóide\ Exciting Week Promised for Eigse na Tríonóide - Mar 08, 2010
47. The EuroLife International Health Alliance to Fight Against Poverty Related Diseases - Mar 01, 2010
48. New Research Shows Childhood Stress Such as Abuse or Emotional Neglect Can Result in Structural Brain Changes - Feb 26, 2010
49. Professor Kader Asmal Gives Inaugural Lecture of TCD's Centre for Post-Conflict Justice - Feb 26, 2010
50. Trinity Professor of Moral Philosophy, Peter Simons Gives Inaugural Lecture on 'Systems and System in Metaphysics' - Feb 22, 2010
51. Minister Éamon Ó Cuív Launches Trinity College Dublin's Irish Language Scheme Seolann An tAire Éamon Ó Cuív Scéim Teanga Choláiste na Tríonóide, Baile Átha Cliath - Feb 11, 2010
52. TCD Launches Trinity Alumni Career Network to Help Unemployed Graduates in Challenging Economic Times - Feb 09, 2010
53. Joint Committee on the Constitution of the Houses of the Oireachtas hosted by Trinity for the First Time - Feb 04, 2010
54. 'The Place of Mathematics Education in Ireland's Future' - Feb 03, 2010
55. A New Study on Immigrant Adolescents' Experience of Ireland Launched - Feb 03, 2010
56. New Research on Type 2 Diabetes by TCD Researchers Could Benefit Young Adults with the Condition - Feb 01, 2010
57. New Business Partners Programme launched in conjunction with Trinity's Institute for Intellectual Disability to promote Inclusion and Diversity in the Workplace - Jan 29, 2010
58. TCD Space Scientists Create Technologies for Latest European Space Agency Satellite that Provide New Views of the Sun - Jan 26, 2010
59. Poet Paul Durcan Among Four Recipients of Honorary Degrees at Trinity College Dublin - Dec 14, 2009
60. Minister O'Keefe Opens Refurbished Translational Research Laboratory for Medical Research into Cancer, Metabolic Disorders and Infection - Dec 11, 2009
61. Trinity College Open Day 2009 - Dec 10, 2009
62. TCD Scientists' New Findings Show Complex Process that Controls the Inflammatory Response During Infection - Dec 07, 2009

63. *New Academy for the Dramatic Arts to Provide World Class Training in Trinity College Dublin - Dec 03, 2009*
64. *Trinity College Dublin Reaffirms Commitment to Excellence and Societal Benefit in Innovation-centred Strategic Plan - Nov 26, 2009*
65. *A New Report on Grandparents' Role in Divorced and Separated Families Launched - Nov 24, 2009*
66. *Students of the Pioneering Trinity College Course for People with Intellectual Disabilities Graduate - Nov 18, 2009*
67. *Intel Ireland Awarded Trinity College Dublin Innovation Award 2009 - Nov 16, 2009*
68. *Trinity's Professor Luke O'Neill is Awarded Science Foundation Ireland Researcher of the Year - Nov 10, 2009*
69. *Author Terry Pratchett's Writings Donated to Trinity by Literary Agent Colin Smythe - Nov 09, 2009*
70. *Trinity College Alumni Awards 2009 - Nov 09, 2009*
71. *Software for Space Weather Satellite Developed by Solar Physics Group - Nov 04, 2009*
72. *New Programme to Help Prevent Dementia by Enhancing Cognitive Function Awarded €2.5 million - Nov 03, 2009*
73. *Trinity Researchers Discover New Way to Kill Leukaemia Cells - Nov 02, 2009*
74. *New Database of Drug Metabolising Enzymes Relevant to Drug Development - Oct 28, 2009*
75. *Minister John Moloney Launches Report on Occupational Therapy Support Service for Students at TCD - Oct 28, 2009*
76. *TCD Researchers Identify New Gene that influences Human Intelligence - Oct 24, 2009*
77. *Marking the 400th Anniversary of the Ulster Plantation, TCD Conference, 'Plantation and Reaction: The 1641 Rebellion' Re-assesses its Disputed Histories - Oct 24, 2009*
78. *Nationwide Survey on Ageing Begins - Oct 16, 2009*
79. *Leading Edge Advances in Innovation and Technology Showcased at TCD - Oct 16, 2009*
80. *New PhD Programme in Child & Youth Research Launched - Oct 13, 2009*
81. *Trinity Researchers Develop New Drug Delivery System for Retinal Disease - Oct 13, 2009*
82. *Trinity College Dublin Rises to 43rd in the World by Times Higher Education-QS League Tables - Oct 08, 2009*
83. *Novelist Kevin Power is awarded the Rooney Prize for Irish Literature 2009 - Oct 08, 2009*
84. *TCD led Eurolife Network of European Universities Celebrates 10 Year Anniversary - Sep 23, 2009*
85. *World Experts in Childhood Obesity discuss the Current Crisis at largest Conference of its kind in Ireland - Sep 18, 2009*
86. *'Energy Efficient & Low Carbon Manufacturing' theme of International Manufacturing Conference at TCD - Sep 03, 2009*
87. *TCD Scientists Discover Original Human Specific Genes - Sep 02, 2009*

2 News Items 31 August 2009 - 30 August 2010

Trinity Economics Student Receives Prestigious European Award

Aug 30, 2010

Growing Demand Sees Increase in Points for the Majority of Trinity Courses

Aug 23, 2010

Summerhill Community Gardens Benefit from Irrigation System Developed by TCD Civil Engineers

Aug 20, 2010

TCD Scientist Leads Fieldwork on the Impacts of Environmental Change on Rwandan Volcanos

Aug 19, 2010

Indian Ambassador to Ireland Congratulates Indian Team on Winning the Annual Ranji Trophy Ireland

Aug 13, 2010

TCD Nanoscientist Receives Major European Research Grant to Support Development of Next Generation Materials

Aug 05, 2010

TCD Researchers Shed New Light On Schizophrenia

Aug 03, 2010

Deaf Support Summer School Held in TCD

Jul 30, 2010

TCD Provost Welcomes Dublin's UNESCO City of Literature Award

Jul 26, 2010

Future Transport Fuel Forum co-hosted by School of Engineering hears speakers outline options for Cleaner, Greener, Fuel alternatives

Jul 23, 2010

Signing of the College's New Statutes

Jul 22, 2010

Continued Increase in Demand for Undergraduate Courses at Trinity College Dublin

Jul 08, 2010

2010 Journal of Postgraduate Research Launched

Jul 08, 2010

Poet Harry Clifton Announced as Ireland Professor of Poetry 2010

Jul 01, 2010

TCD Seminar Highlights the Importance of Lifelong Learning

Jul 01, 2010

India's Minister for Corporate Affairs Speaks at TCD Glucksman Symposium

Jun 25, 2010

Trinity Takes To The Streets 'Pimms in the Pav' Event

Jun 21, 2010

Secondary School Students Take Part in the Trinity Access Programmes Summer School

Jun 21, 2010

Provost's Teaching Award Recipients Commended for Teaching Excellence within College

Jun 16, 2010

TCD Board Elections Announced

Jun 16, 2010

TCD Researchers Collaborate to Develop Tool Enabling Multilingual 'Tweets'

Jun 14, 2010

TCD Academic Wins Prestigious Poetry Prize

Jun 09, 2010

New Web Portal for Open Access to Irish Published Research Launched

Jun 08, 2010

DU Boat Club Prevail at Trinity Regatta 2010

Jun 01, 2010

International Experts in Global Health Gather at TCD to Develop Health Research in Africa

Jun 01, 2010

Four TCD Academics Elected to the Royal Irish Academy

May 31, 2010

ESB Announces First Ecar Trial Programme for Ireland in conjunction with Trinity College Dublin
 May 27, 2010

TCD Researchers Awarded €1.8million for Cutting-Edge Research Projects
 May 26, 2010

Variants of Genes associated with the Essential Dietary Element Selenium Increase the Risk of Bowel Cancer
 May 26, 2010

4,000 Primary Schools Receive Learning Tools as Part of TCD Geology Outreach Project
 May 25, 2010

TCD Academic Elected as President of the International Child Research Organisation Childwatch
 May 24, 2010

Trinity College Dublin Shakespeare Festival 2010
 May 21, 2010

The Irish Longitudinal Study on Ageing Research Seminar
 May 17, 2010

02 Ability Awards
 May 17, 2010

Secondary School Students Complete TCD Technology Programme, 'Bridge2College'
 May 13, 2010

Inaugural Lecture by TCD Professor of Education on the Practice of Educational Theory
 May 12, 2010

TCD Researcher Wins HEA 'Making an Impact' Award
 May 07, 2010

Energy Management Group Announce €7.5million of Energy Savings
 May 07, 2010

Secondary School Students Compete at the Annual Salters' Festival of Chemistry
 May 04, 2010

TCD Researchers Achieve Success with SFI's Principal Investigator Programme
 Apr 30, 2010

The Technology Research for Independent Living Centre Announces GE Healthcare as New Industry Partner
 Apr 29, 2010

Evolutionary Economists and Business Historians Gather in TCD to Discuss Industry Change
 Apr 28, 2010

New MSc in European Employment Studies Launched in TCD
 Apr 26, 2010

Trinity Student Societies Win National Irish Awards
 Apr 22, 2010

Trinity College Dublin Examinations
 Apr 22, 2010

Trinity Sportsmen and Women Honoured with the University Colours
 Apr 22, 2010

Trinity College Library Wins Inaugural Excellence Award for Music Collections
 Apr 19, 2010

MD of Sciences Future Inc Speaks on Innovation in Biotechnology
 Apr 16, 2010

Trinity Week Academic Symposium "20/20 Vision": What will the world be like in ten years time?'
 Apr 15, 2010

"Does size matter? The impact of 'Perfect Beauty' Ideals in the Media"
 Apr 14, 2010

Archives in Crisis: A Symposium Debates the Future of Archives in Irish Society
 Apr 13, 2010

American Human Geneticist Receives TCD Dawson Prize in Genetics
 Apr 09, 2010

Trinity Annual Fund Student Awards 2010
 Apr 09, 2010

TCD Scientists Lead European Research to Develop New Nanomedical Technology for Cancer Diagnosis and Treatment
Apr 08, 2010

New Theory on Sleep, Dreams and Consciousness Discussed at TCD
Apr 01, 2010

Trinity Business Student of the Year 2010 Announced
Mar 30, 2010

TCD and QUB Collaborative Early Irish Fiction Research Project Publishes its First Volumes
Mar 29, 2010

Marine Scientists Meet in TCD to Discuss Ocean Contamination
Mar 26, 2010

Trinity Musicians Hold Piano Marathon in Aid of Oxfam
Mar 26, 2010

TCD Immunology Research Places Ireland Amongst the Top Nations in Immunology
Mar 25, 2010

Trinity College Students and Staff Turn Out to Launch Health & Sports Week 2010
Mar 22, 2010

TCD Researchers Achieve Success with Research Funding Applications
Mar 19, 2010

Rare Books go up for Auction at Ireland's Largest Charity Booksale
Mar 12, 2010

6% increase in CAO First Preference Applications to Trinity College Dublin
Mar 10, 2010

Irish Student Drama Association Festival 2010 Launched in TCD
Mar 09, 2010

TCD Gerontologist Wins Award for Inspirational Work on Positive Ageing in Ireland
Mar 09, 2010

TCD's Celebrations for International Women's Day 2010 Launched
Mar 08, 2010

New Academic Collaboration between Trinity's School of Medicine and University of Michigan
Mar 04, 2010

TCD Finance Students Win All-Ireland Equity Research Award
Mar 03, 2010

Professor Kader Asmal Gives Inaugural Lecture of TCD's Centre for Post-Conflict Justice
Feb 26, 2010

TCD Historical Society Students Win Irish Times 50th Anniversary Debate
Feb 24, 2010

Trinity Economist Receives International Award for Research on the Wealth of 145 Countries
Feb 24, 2010

Trinity College's Disability Service Wins Ireland's eGovernment Award 2010
Feb 23, 2010

Trinity College's Annual Green Week Launched
Feb 22, 2010

TCD Scientist Elected Fellow of American Academy of Microbiology, the World's Oldest Life Sciences Organisation
Feb 19, 2010

TCD Botanist Appointed President of the Missouri Botanical Garden, One of the Oldest American Botanical Institutions
Feb 16, 2010

21st Annual Trinity Secondhand Booksale
Feb 05, 2010

Science Gallery Nominated for European Museum of the Year Award
Feb 05, 2010

Joint Committee on the Constitution of the Houses of the Oireachtas hosted by Trinity for the First Time
Feb 04, 2010

'The Place of Mathematics Education in Ireland's Future'
Feb 03, 2010

TCD Student Wins 2010 Engineers Ireland Biomedical Research Medal
Feb 03, 2010

Professor Brendan Kennelly Wins 2010 Irish PEN Award
Feb 01, 2010

Prof Jeffrey Sachs Receives TCD's Historical Society's Gold Medal
Jan 28, 2010

TAP Bookmarks Programme, Encouraging Children to Create their Own Books, Launched in TCD
Jan 27, 2010

The Role of University Engineering Schools in Product Design and Development for the Irish Innovation Economy
Jan 25, 2010

First Interactive CD-ROM on the Flora of the Burren and Southeast Connemara Launched
Jan 20, 2010

Zebrafish Enable Paediatric Research
Jan 15, 2010

TCD Researcher Receives European Research Council Grant to Study Trade Policy and Great Depression
Jan 11, 2010

Update - Examinations Notice - 11 January 2010
Jan 11, 2010

Alert - Examinations Notice
Jan 10, 2010

Trinity College Dublin Examinations: 11th – 15th January 2010
Jan 08, 2010

Trinity Student Study Forms Part of International Genome Research
Dec 22, 2009

A Major Study Comparing Midwifery-led and Consultant-led Maternity Care by the School of Nursing and Midwifery
Dec 22, 2009

TCD Engineering Students Design and Build Refugee Shelters
Dec 22, 2009

TCD Researcher Wins Roche Researcher of the Year Award
Dec 21, 2009

'Trinity Takes To The Streets' Raises Over €110,000 for Educational Access
Dec 18, 2009

Irish Times Berlin Correspondent Gives Talk to Germanic Studies Students
Dec 18, 2009

TCD's Dean of Health Sciences Elected President of the United European Gastroenterology Federation
Dec 18, 2009

TCD Professor Appointed Vice President and Physical Sciences Secretary of Royal Society
Dec 17, 2009

TCD Researchers and Students Collaborate on International Development Issues
Dec 17, 2009

TCD/UCD Innovation Academy Holds First Master Class
Dec 17, 2009

Trinity College Open Day 2009
Dec 10, 2009

DU Visual Arts Society Exhibition of Staff and Student Artworks
Dec 09, 2009

TCD Chinese Alumni Association is Launched
Dec 09, 2009

Trinity College Turns the Sod for New Building on Fellows Square
Dec 07, 2009

The Trinity Inclusive Curriculum Resource Website Launched
Dec 04, 2009

Director of Radiation Therapy Presented with Award for Contribution to Radiation Oncology
Dec 04, 2009

International Medical Collaboration Facilitated by State-of-the-art Technology at Trinity Centre for Health Sciences
Dec 03, 2009

TCD Researchers Win Cancer Research Awards
Dec 01, 2009

Irish and International Students Celebrate Receiving Trinity College High Achiever Awards
Nov 30, 2009

TCD Students Awarded SFI/ Dell Young Women in Engineering Scholarship Awards
Nov 27, 2009

First Irish Universal Design Challenge Produces Tangible Ideas to Increase City Centre Accessibility
Nov 27, 2009

Trinity's Access Programmes Host over 250 Prospective Students during Annual Shadowing Day Events
Nov 20, 2009

TCD Researcher Wins Technology Commercialisation Award
Nov 20, 2009

College Community is Invited to Participate in a Digital Time Capsule - The Dorian Gray Project
Nov 19, 2009

College Community is Invited to Participate in a Digital Time Capsule - The Dorian Gray Project
Nov 19, 2009

The Trinity Immigration Initiative Issues 450 Language Support CD's as a Teaching Resource
Nov 17, 2009

Trinity's School of Business Ranked 21st in World Ranking
Nov 17, 2009

School of Natural Sciences Mark 200th Anniversary of Darwins 'Origins of the Species'
Nov 12, 2009

Trinity Today – Responding to the College Community
Nov 11, 2009

Student of Mathematics Wins Hamilton Prize
Nov 10, 2009

Trinity College Alumni Awards 2009
Nov 09, 2009

Up To 600 Trinity Medical Students Need Your Support for Med Day 2009
Nov 05, 2009

Call for Applications to the Equality Fund 2009-10 Now Open
Nov 04, 2009

Software for Space Weather Satellite Developed by Solar Physics Group
Nov 04, 2009

The College Gallery Art Hire Scheme Celebrates 50 Years of Modern Art
Nov 03, 2009

Political Science at Trinity in Top European Rankings
Nov 03, 2009

Trinity Undergraduate Students Prevail at First Undergraduate Awards of Ireland
Oct 30, 2009

TCD Researchers Awarded SFI Funded Starting Investigator Research Grant
Oct 23, 2009

TCD Wishes the College's Dublin City Marathon Runners Good Luck
Oct 23, 2009

An Initiative to Enhance the 'Trinity Experience' - 4th Week - Launched
Oct 23, 2009

TCD Careers Week 2009
Oct 19, 2009

Trinity College Dublin first European Member of National Cancer Institute's Chemical Biology Consortium
Oct 19, 2009

Leading Experts Discuss Computer Simulation at TCD
Oct 14, 2009

Innovation Dublin 2009
Oct 09, 2009

Drive to Fill Over 1,000 Higher Education Places for Students with Disabilities

Oct 07, 2009
Genome Sequence of Yeast Species Discovered by TCD Researchers Published
Oct 07, 2009
Leading Immunologist Professor Luke O'Neill Wins 2009 Boyle Medal
Oct 07, 2009
Talking History Wins National Radio Award
Oct 05, 2009
New Guide for Students with ADHD entering Third level Education
Oct 02, 2009
Trinity Students Take Part in Give It A Swirl – The National Day of Volunteering
Oct 02, 2009
TCD Physicists Develop New Ultra-Sensitive MRI Technique to Detect Sodium in Cells
Oct 01, 2009
Irish Research Council for Humanities and Social Sciences Awards for TCD Researchers
Sep 29, 2009
The Irish Section of Scholars at Risk Launched at TCD by Iranian Nobel Peace Prize Winner Dr Shirin Ebadi
Sep 25, 2009
Trinity Takes To The Streets (TTTTTS) - Gears Up
Sep 24, 2009
Trinity Takes Part in Culture Night 2009
Sep 24, 2009
Irish Research Council for Science, Engineering and Technology Awards for TCD Researchers
Sep 23, 2009
Trinity College Dublin Ranked Top Irish University by Sunday Times University Guide
Sep 22, 2009
Computer Science MSc Graduates Showcase their Research at Event in TCD
Sep 21, 2009
TCD Scientists Discover a Way to Manipulate the Magnetic Properties of a Molecule Electrically
Sep 18, 2009
International Conference Helps to Strengthen the Voice of Older People in Ireland
Sep 18, 2009
Deaf Support in Third Level Project Summer School 2009
Sep 17, 2009
First TCD Students Complete Innovative European Postgraduate Exchange Programme
Sep 17, 2009
TCD/UCD Innovation Alliance Roadmaps Innovation Actions with Irish Technology Leadership Group in Washington
Sep 16, 2009
Trinity Access Programmes Hosts Pre University Orientation Programme
Sep 14, 2009
Funded Education at TCD for Job Seeking Graduates – Deadline Extended to September 21st
Sep 10, 2009
Third Level Access Scheme Extends to all Secondary Schools
Sep 08, 2009
International Conference on Coastal and Estuarine Sciences Addresses Future Environmental Challenges
Sep 04, 2009
TCD Economics Professor Appointed Governor of the Central Bank
Sep 04, 2009
The 10th Annual Symposium in Supramolecular Chemistry Showcases Innovative Research
Sep 01, 2009

Appendix 4 - Web Design Office Completed Projects for 2009/2010

Total = 68 projects

Alumni | TCD Connect

Astronomy - <https://www.tcd.ie/Astronomy/>

Bioresources - <http://www.tcd.ie/BioResources/>

Board Elections - <https://www.tcd.ie/board-elections/>

Book of Kells - <http://www.bookofkells.ie/>

Inclusive Curriculum (CAPSL) - <http://www.tcd.ie/CAPSL/TIC/>

Civic Engagement - <http://www.tcd.ie/Community/>

College Health Week - <http://www.tcd.ie/collegehealthweek/>

Children's Research Centre - <http://www.tcd.ie/childrensresearchcentre/>

English - <http://www.tcd.ie/English/>

eStrategy - <https://www.tcd.ie/local/strategy/>

Fellows and Scholars - <http://www.tcd.ie/Secretary/FellowsScholars/>

IIS - <http://www.tcd.ie/iis/>

Languages, Literatures Cultural Studies

Centre for European Studies - http://www.tcd.ie/European_Studies/

European Studies M.Phil - https://www.tcd.ie/langs-lits-cultures/postgraduate/European_Studies/

French - <http://www.tcd.ie/French/>

Germanic Studies - http://www.tcd.ie/Germanic_Studies/

Russian and Slavonic Studies - <http://www.tcd.ie/Russian/>

Law - <http://www.tcd.ie/Law/>

Local Home Page - <https://www.tcd.ie/local/>

Long Room Hub | IEHN - <https://www.tcd.ie/longroomhub/iehn/>

Mathematics Symposium - <https://www.tcd.ie/ems/mathematics-symposium/>

Medicine

Clinical Biochemistry - <http://medicine.tcd.ie/clinical-biochemistry/>

Emergency Medicine - <http://medicine.tcd.ie/emergency-medicine/>

Endocrinology Metabolism - <http://medicine.tcd.ie/endocrinology-metabolism/>

Histopathology - <http://medicine.tcd.ie/histopathology/>

Immunology - <http://medicine.tcd.ie/immunology/>

Medical Gerontology - <http://medicine.tcd.ie/medical-gerontology/>

Nephrology - <http://medicine.tcd.ie/nephrology/>

Obstetrics and Gynaecology - <http://medicine.tcd.ie/obstetrics-gynaecology/>

Occupational Therapy - <http://medicine.tcd.ie/occupational-therapy/>

Oncology Radiation Therapy - <http://medicine.tcd.ie/oncology-radiation-therapy/>

Pharmacology and Therapeutics - http://medicine.tcd.ie/pharmacology_therapeutics/

Radiation Therapy - <http://medicine.tcd.ie/radiation-therapy/>

Surgery - <http://medicine.tcd.ie/surgery/>

Clinical Skills - <http://medicine.tcd.ie/clinical-skills/>
ENT - <http://medicine.tcd.ie/ent/>
Flow Cytometry Facility - <http://medicine.tcd.ie/flow-cytometry-facility/>
Helicobacter - <http://medicine.tcd.ie/helicobacter/>
Nutrition and Dietetics - <http://medicine.tcd.ie/nutrition-dietetics/>
Paediatrics - <http://medicine.tcd.ie/paediatrics/>
Natural Sciences - <http://naturalscience.tcd.ie/>
 Botany – <http://www.tcd.ie/Botany/>
 Centre for the Environment - <http://www.tcd.ie/environment/>
 Geography - <http://www.tcd.ie/Geography/>
 Geology - <http://www.tcd.ie/Geology/>
 Phenology Research Group - <http://www.tcd.ie/Botany/phenology/>
 Zoology - <http://www.tcd.ie/Zoology/>
NIID - <http://www.tcd.ie/niid/>
Oscar Wilde Centre - <http://www.tcd.ie/OWC/>
Physics
Matthias Möbius Homepage - <http://www.tcd.ie/Physics/People/Matthias.Moebius/>
Applied Physics Research Group - <http://www.tcd.ie/Physics/applied-physics/>
Research Showcase (Publications Integration) - <http://www.tcd.ie/research/btr/genetics/people/>
Secretary's Office - <http://www.tcd.ie/Secretary/>
Social Sciences and Philosophy School | ERC - <http://www.tcd.ie/ERC/>
Staff Office - http://www.tcd.ie/Staff_Office/
Strategic Plan 2009-2014 - <https://www.tcd.ie/info/strategicplan/>
Student to Student - <http://student2student.tcd.ie/>
Student Learning Development - http://www.tcd.ie/Student_Counselling/student-learning/
Trinity Research & Innovation - http://www.tcd.ie/research_innovation/
Trinity Week - <http://www.tcd.ie/trinityweek/>
Two Subject Moderatorship - <http://www.tcd.ie/TSM/>
Wiser - <http://www.tcd.ie/wiser/>
Trinity International Development Initiative - <http://www.tcd.ie/tidi/>
Trinity Centre for High Performance Computing - <http://www.tchpc.tcd.ie/>
Vacancies - <https://www.tcd.ie/vacancies/>