Secretary’s Office Annual Report
2015-2016

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www.tcd.ie/Secretary
1. Introduction

The core mission of the Secretary’s Office is to manage the College’s statutory, regulatory and legal obligations and to ensure that Trinity is legally compliant in all respects.

The main functions of the Secretary's Office are to provide the secretariat to Board, University Council, Executive Officers, Higher Degrees Sub-Committee, Audit Committee, Equality Committee and Coiste na Gaeilge and to staff and student disciplinary panels/committees. It also administers Visitors' hearings and runs elections to Board. The office coordinates legal services to the College, monitors forthcoming legislation on behalf of Trinity and administers the required procedures to seek Fellows' Assent for proposed Statutory changes and election to Fellowship.

The Office provides administrative support for the Registrar in collaboration with the Academic Services Division and, in association with the Provost's Office and the Senior and Junior 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 is responsible for the development and implementation of the College's equality and Irish language policies and initiatives. Other responsibilities include the management, preservation and promotion of the College Art Collections, and the production of Parts I and II of the University Calendar, the College’s Annual Report and other College publications. The Secretary’s Office consists of 10 staff members, not including the Internal Auditor and his team.

This Annual Report covers the activities and highlights from the academic year 2015-2016. It combines updates from the following areas reporting to the Secretary to the College:

- Secretariat
- Governance and Legal Advice
- FOI and Data Protection
- Calendar
- Equality
- Irish Language
- College Art Collections.

It also provides a snapshot of the Secretary’s Office finances for 2015/16, its future plans and an update on how the Secretary’s Office is contributing to the relevant goals of the Strategic Plan 2014-2019.

John Coman
Secretary to the College
2. Key Highlights 2015-2016

- Provost’s Contemporary Art Purchase Committee inaugurated with 5 major works acquired
- Board Elections 2016 – 9 Vacancies filled in 3 Constituencies
- Visit of US Vice President Joe Biden coordinated by Secretary’s Office in conjunction with other offices in College
- Equality Officer instrumental in Trinity being named Top Public Sector Employer of the Year for LGBT Equality, and 5th in Top Ten Employers overall
- Unveiling of Memorial Stone in honour of the Trinity staff, students and alumni who lost their lives in World War 1 – event coordinated by Secretary’s Office in conjunction with other offices in College
- Irish Language Office initiated and coordinated several events to commemorate the 1916 Easter Rising
- Trinity nominated as finalist in the Irish Language Business Award in the Marketing Awards of the Marketing Institute
- College Solicitor in Ireland’s top in-house Legal teams in the Legal 500 GC Powerlist
- New College Calendar online version launched enabling vastly increased functionality and usability of the Calendar
- ‘The Swing of the Sixties: Trinity’s College Gallery’ Touring Exhibition staged in Drogheda at its third venue with a related education and outreach programme
- Updates to 2010 Consolidated Statutes approved by Board, Council, Fellows and Visitors
- Article in The Irish Times here featured Trinity’s Data Protection Day – College Solicitor central to activities
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3. Main Operational and Service Activities

Secretariat

In 2015/16 the Secretary’s Office provided the secretariat for a total of 61 meetings of Board, University Council, Executive Officer Group, Higher Degrees Sub-Committee of Board and Council, Audit Committee, Equality Committee and Coiste na Gaeilge. See Figure 1 below for the breakdown of the number of Committee meetings serviced in 2015/16.

![Figure 1: No. of Committee Meetings Serviced by Secretary’s Office](image)

The Office also administered the elections to fill nine vacancies of elected Board members whose terms of office expired on the last day of the academic year 2015/16. Elections were held in Trinity Term 2016 to fill positions in three Constituencies of Board: Fellows and Fellow Professors (four vacancies), Academic Staff (Non-Fellow) (three vacancies) and Technical, Administrative and Support Staff Constituency (two vacancies). The total electorate numbered 3,401 members of staff requiring verification of electoral registers, preparation and distribution of ballot papers and counting of votes. The breakdown of the ballot is set out in Table 1 below:

<table>
<thead>
<tr>
<th>Constituency</th>
<th>Electorate</th>
<th>Total Poll</th>
<th>Invalid</th>
<th>Valid Poll</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fellows’ and Fellow Professors’</td>
<td>262</td>
<td>159</td>
<td>1</td>
<td>158</td>
</tr>
<tr>
<td>Academic Staff (Non-Fellow)</td>
<td>1419</td>
<td>342</td>
<td>0</td>
<td>342</td>
</tr>
<tr>
<td>Technical, Administrative and Support Staff</td>
<td>1720</td>
<td>615</td>
<td>1</td>
<td>614</td>
</tr>
</tbody>
</table>

Table 1: Board Elections 2016 - Poll

A total of nine vacancies were filled through the election process. An induction briefing session was provided for all new and existing Board members before the first Board
meeting of the academic year. Briefing/training sessions were also provided for Chairs and Secretaries of Committees of the Board and Council.

The Secretary’s Office continues to encourage and drive electronic circulation of meeting documents through the BoardPad app, with Board, Council and two Principal Committees, Executive Officer Group and others now using BoardPad for circulation of committee papers and documentation, see Table 2 below. This initiative supports Trinity’s commitment to sustainability and to the Green Campus Programme. The rollout of BoardPad will continue in 2016-17, with it being extended to Equality Committee and Senior and Junior Promotions Committees in Michaelmas Term 2016. The Secretary’s Office provides technical support and organizes training sessions for the BoardPad app for all areas.

<table>
<thead>
<tr>
<th>Committees Using BoardPad 2015/16</th>
<th>No. of Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>32</td>
</tr>
<tr>
<td>Council</td>
<td>42</td>
</tr>
<tr>
<td>Finance Committee</td>
<td>11</td>
</tr>
<tr>
<td>Audit Committee</td>
<td>8</td>
</tr>
<tr>
<td>Executive Officer Group</td>
<td>14</td>
</tr>
<tr>
<td>Planning Group</td>
<td>14</td>
</tr>
<tr>
<td>Trinity Education Project Steering Group</td>
<td>14</td>
</tr>
</tbody>
</table>

Table 2: Committees Using BoardPad 2015/16.

There were no staff or student cases requiring the convening of the disciplinary committees and panels. In 2015/16, there were two appeals made to the Visitors, five hearings (four of which were submitted in the previous academic year), for which four decisions were issued and one is in progress.

The process of seeking Fellows’ Assent was administered by the Secretary’s Office twice during 2015/16. Following a joint meeting of Board and Council in January 2016, in February 2016 Fellows Assented to the amendments made to 17 Chapters of the 2010 Consolidated Statutes of Trinity College Dublin and the University of Dublin: the Introduction Chapter, and the Chapters on the Visitors, College, Provost, Fellows, Scholars, Board, Officers, Committees, Units, University, Chancellor, Council, College Community, Students, Wider Community, and Academic Staff Conduct.

In March, Fellows’ Assent was sought from 238 Fellows for the election to Fellowship of 14 members of academic staff on the grounds of distinction in research and scholarship, 10 Professors, and persons of distinction to Honorary Fellowship, Professor William C. Campbell and Professor Louise Richardson.

The Secretary’s Office supported the Registrar in administering the process to fill two offices of Pro-Chancellorship which became vacant. In November 2015 Professor Jane
Grimson and Professor David McConnell were validly nominated by the Senate. Their election was noted by the Board in January 2016.

The Secretary’s Office, in liaison with the Provost’s and Senior and Junior Proctors’ Offices organized the Annual Scholars’ dinner and photograph, and two honorary degree ceremonies and dinners. Amongst the distinguished recipients of honorary degrees in 2015/16 was US Vice President Joe Biden, who received an honorary doctorate in Laws in June.

**Governance and Legal Advice**

The Secretary’s Office continued to engage with the College community in respect of the Code of Governance and of improving internal governance structures. The Office also engaged with the College community to ensure compliance with College policies and legislative obligations, and provided in-house legal services.

In 2015/16, the Office continued to aid the incorporation activities and governance of Trinity subsidiary companies including two recently formed companies Trinity Asia Services Limited registered in Singapore and Trinity Brand Commercial Services Limited.

The Secretary’s Office proposed and the Board approved three new policies in 2015/16: the revised *Records Management Policy* (and the accompanying *Records Retention schedule*), the *Protected Disclosures (Whistleblowing) Policy* and the *Student Complaints Procedure*.

The Office provided support for the Quality review of the Chaplaincy and the subsequent implementation plan. The Office also completed four submissions to the Ombudsman, whose remit had been extended to the universities since May 2013.

In 2015/16, legal advice was provided for over 500 contracts, including many complex University-wide agreements such as those with Thapar University, CASA (Consortium for Advanced Studies Abroad) and Affiliation for Pharmacy Practice Experiential Learning (APPEL). The main types of agreements reviewed covered Memoranda of Understanding, Student Exchange Agreements, IT software licences, filming and location licences, data processing agreements, exhibition licences, artist contracts, service level agreements and secondment arrangements. In addition, advice was given on trademark registration to facilitate Trinity’s Identity Management project and on the incorporation of subsidiary companies to facilitate the implementation of the University’s Strategic Plan.
The College Solicitor provided representation on the Equality Committee, Human Resources Committee, the Animal Research Ethics Committee and the Thapar Steering Group.

The College Solicitor provided in-house legal advice for the University across a wide range of areas with particularly high levels of support being given to the Dean of Graduate Studies, the Senior Tutor, the Senior Lecturer/Dean of Undergraduate Studies and Junior Dean in relation to student cases and to the Office for Global Relations for a large number of international agreements with universities worldwide. The College Solicitor manages the University’s relationship with our nine external legal firms ensuring that the College community has access to expert legal advice as and when required within public procurement requirements.

**Freedom of Information (FOI) and Data Protection**
The Secretary’s Office processed and advised on 60 FOI requests and 10 data protection requests and provided data protection training sessions for administrative and academic areas.

**Calendar**
A new College Calendar website was launched in September 2016 which was completely re-designed and developed to give vastly increased functionality and usability of the Calendar to the end user to support the move from the paper version to a web-based resource, including, for the first time, hyperlinks to internal and external websites, and individual hyperlinks to each staff member’s own personal People Finder listing and the information therein.

There was a redesign of the Societies chapter, and three new chapters were added to the Calendar detailing current and comprehensive information on student services, museums, alumni and other institutions in the College.

There has been an average of 7,228 unique visitors each month to the Calendar website during the academic year 2015-16 (September 2015 - August 2016) which shows that the College Calendar is a popular resource and that the new online version has lessened the dependence on a paper version.

**Equality**
The current Equality Officer came into the role in September 2015 and much of the work programme of 2015/16 involved consolidating existing policies, continuing core schemes such as the Equality Fund, and reporting on matters of gender among staff. The latter issue has become increasingly urgent for the University given the Higher Education Authority
(HEA)’s [Review of Gender Equality in Irish Higher Education Institutions](#) published in June 2016 – responding to this report will be a major project in 2016/17 and beyond. Great enhancements have been made in a short time in the area of lesbian, gay, bisexual, and transgender (LGBT) equality for staff, in no small part due to the dedication of the various staff involved in establishing the LGBT Staff Network. The Equality Office and Equality Committee are also increasingly focussed on the communication of Trinity’s equality message, and outreach will be a key theme of 2016/17 in this regard, as will the expansion of the data set available for Annual Equality Monitoring Reports.

In 2015/16, the Equality Committee revised both the Equality Policy and the Dignity and Respect Policy, bringing our two core policies up to date. The Equality Office produced two reports for Board on gender representation among staff, which included detailed statistical analysis of processes such as recruitment and promotions.

As part of the Gender Identity and Gender Expression Policy implementation plan, training was delivered by Transgender Equality Network Ireland to key frontline staff; a pilot Diversity Training programme was also developed in collaboration with the Director of Diversity and Inclusion and HR Staff Development.

International Women’s Week 2016 was a great success with 28 diverse events on the official timetable plus information stands, sports classes, radio shows and local events.

The Office of the Dean of Students supported by the Equality Fund pioneered the Equality Champions Awards for student clubs and societies which will now become an annual event run by the Equality Office.

The Equality Office supported the establishment of an LGBT Staff Network as part of a steering group, and made a second application to the GLEN Workplace Equality Index Awards (with the Director of Diversity and Inclusion). Trinity was named the Top Public Sector Employer of the Year for LGBT Equality, and 5th in the Top Ten Employers.

**Irish Language**

The level of activity in the Irish Language Office has been on a marked trajectory upwards since the Officer was recruited in 2008. Trinity is highly regarded as a strong focus of Irish language activity in the third-level sector. There is an increased involvement of students in organising Irish language events and in the residency schemes. There has been an embedding of Irish language activity in the College through the adoption of the College’s Irish Language Scheme. Trinity’s profile in the external Irish language community and
media has risen considerably - our 1916 commemorative events attracted a high profile, as did our nomination for an Irish Language Business Award, and external relationships are carefully fostered.

Conradh na Gaeilge was contracted to provide eight hours of voluntary Irish classes per week to staff and students in the first and second terms in 2015-2016. Voluntary conversation classes were also held each week for both staff and students. Approximately 230 members of the College community (staff and students) registered for Irish classes in January 2016. Roínn na Gaeilge held Irish classes for international students.

Thirty students participated in the on-campus and Trinity Hall Irish language residency schemes. A student mentor was appointed to lead the two residency schemes, along with a system of house captains. Scheme students organised and participated in Irish cultural events and media activities.

The Irish Language Officer, along with Trinity staff member Joel McKeever, Maria Schaler (An Cumann Gaelach) and Jessica McKeown (QSoc) successfully applied for funding from the Equality Fund for the Trinity Rainbow Celebration. The event was organised with the assistance of Equality Officer Aoife Crawford and Tony McMahon, Director of Diversity and Inclusion. The establishment of a staff LGBT Network was one of the aims of this event. Micheál Ó Conghaile, author, read in Irish, David Norris gave the history of the College in terms of the LGBT community, and a céilí was held. A large crowd attended this event, held as part of the Éigse na Tríonóide festival.

Regular events included the weekly Wednesday at the Buttery coffee event bringing together students from the residency schemes and the wider Irish Language community, a weekly staff lunch ‘as Gaeilge’ and a weekly student soup lunch in Seomra na Gaeilge. The weekly Wednesday initiative, established in 2009, brings together students on the Trinity Hall language residency scheme with Irish speakers from the wider community (some of them retired), and has been extremely successful in terms of outreach, intergenerational engagement and language promotion. A number of the regular attenders from the city continue to gather each Wednesday during the summer vacation period.

The Board formally approved a new Irish Language Policy in January 2016, and College is currently drafting a Third Irish Language Scheme.
The Irish Language Office initiated and coordinated several events to commemorate the 1916 Easter Rising and the role which the Irish language had in the vision of the leaders. These included a special bilingual seminar with Conradh na Gaeilge on the theme of the meaning of “Gaelic and Free” in 2016, featuring Irish and UK speakers (Professor Allan MacInnes from the University of Strathclyde in Glasgow, Scotland and Dr Chris McGimpsey, former Belfast City Councillor and member of the Ulster Unionist Party (UUP)); a literary event with Roinn na Gaeilge: Éigse Litríochta: Oidhreacht an Phiarsaigh, focusing on the short stories of Patrick Pearse; assistance towards the production of a play based on a court case involving Patrick Pearse: “An Trocaillín Donn”, written by student Úna Ní Artaigh; a morning of drama and tours at a special Trinity @ The Pearse Museum event in March; and participation in the RTÉ Reflecting the Rising event on Easter Monday with the staging of the play, a presentation of music and poetry and a bilingual reading of the Proclamation (with the participation of An Cumann Gaelach and the student residency schemes). The Irish Language Officer also assisted with the production of the College’s commemorative booklet and wrote an article for the Library’s “Changed Utterly” commemorative blog.

Conradh na Gaeilge held its 2016 Ard Fheis dinner in Trinity (in which Trinity provided a staging of the student drama and a short lecture) and the finale of Conradh’s Rith 2016 (a run throughout the island to promote Irish) took place in Front Square (including a concert with the band Seo Linn attended by a large crowd) on 14 March. The Irish Language Office assisted with insurance and safety arrangements.

Other key events held in Irish included the bilingual launch of the Smartphone Campus Art Tour provided by the Curator of the College Art Collections, a céilí and concert held during Seachtain na Gaeilge week and the launch of translations of Cré na Cille, the renowned work originally written by the former Professor of Irish in Trinity, Máirtín Ó Cadhain.

The Irish Language Office continues to perform extremely effectively in social media, with the TCD Oifig na Gaeilge Facebook account having 1,123 “likes” (figure correct at 6 October). The TCD Oifig na Gaeilge Twitter account has 1,949 followers (figure correct at 6 October).

**College Art Collections**

There has been a significant increase in numbers engaging with the University’s art collections by means of campus and external exhibitions and related talks, tours, and workshops, reaching across disciplines, age groups and geographical locations. There has also been a rise in Campus Art Tours provided to student societies. There was significant
take-up of an invitation to students from varying disciplines to be trained to provide public campus art tours in English, Irish, and Bilingual (Irish-English); several tours were provided including a bi-lingual Irish-English tour and a public tour in Irish as part of Éigse Na Tríonóide 2016.

The final stage of a five-year project has been reached which aims to identify and transfer the Arts Collection database to an appropriate and professional Collections Management System to allow for improved management and research of the University’s art collections and, in the future, other academic collections.

A new scheme entitled ‘Curate Your Campus’ was piloted to involve students across every discipline in selecting art for display on campus. As mentioned on page 9 of the Report, the 2016 Campus Smartphone Tour was launched in Irish and English, in association with Oifig na Gaeilge.

In addition to the events highlighted under the Key Highlights section, a number of other significant events took place during 2015/16. A Student Volunteer Internship Programme run during the summer of 2016 and a History of Art student was retained on a paid graduate traineeship as a result. Special campus exhibitions were curated for the Common Room and the Arts Building including a unique display and talk on Camille Souter’s work in the collections, complementing the research symposium organised by the Discipline of the History of Art and Architecture, and College’s celebration of the artist with an honorary degree.

2015/16 has seen rising levels of donations and bequests and a significant increase in the generation of, and requests for, loans from the art collections, and in campus requests for new displays to be curated or temporary removal of displays to facilitate refurbishment projects. There has been a significant increase in the request for advice on, and management of, portrait commissions across disciplines.

Significant loans were arranged included the touring exhibition of 30 modern works; two sculptures to the IMMA and F.E. McWilliam Gallery for the Gerda Fromel retrospective; ‘The Battle of Kinsale, 1601’ painting to The National Gallery of Ireland’s Decade of Commemoration Exhibition ‘Creating History: Stories of Ireland in Art’; the 20 foot Patrick Scott ‘Kite!’ to Maynooth University until the Trinity Business School is built; the Old Library Long Room display by Ussher Lecturer in Irish Writing, Dr Tom Walker, ‘Writing Art in Ireland 1890-1930’; and two portraits to The Glebe Gallery (OPW) 1916 Commemorative Exhibition ‘The Look of the Irish’. There was a rise in the number of artists requesting studio or exhibition visits in relation to the potential addition of their work in the Collections.

The use of social media continues to expand, with the ‘TCD Art Collections’ Facebook page at 3,000 followers, with an extended reach of some 5,000 people – 70% from Ireland, 17%
from the UK, 5% from USA and 8% from Rest of the World. Twitter @TCDArtCurator is now followed by over 2,750 people and has been included in many personal and institutional art groups.

4. Key Statistics and Performance Indicators

In addition to the statistics provided in Section 3 of this Report, key statistics and performance indicators from the activities of the Secretary’s Office are listed below.

- Dealt with 23 College tenders (16 electronic and 7 in hard copy format).
- 4 high-level visits to the College coordinated with other College offices – Vice-President Joe Biden, Mr Bill Haslam (Governor of Tennessee), Sig. Paolo Gentiloni (Italian Minister for Foreign Affairs) and a US Congressional Delegation, which visited the campus in the summer of 2016.
- Increase of 10.3% in the volume of material in the Calendar (Parts I and II) from 2013/14 to 2015/16 and increase of 23.5% in the volume of Research Publications listed in the Calendar from 2013/14 to 2015/16 reflecting greater research activity in the College.
- The College Calendar was delivered within budget and on time.
- The entry for the Institute of Public Administration Yearbook for Trinity College Dublin was delivered on time.
- The Equality Fund supported 12 projects in 2015/16. 35 applications were received for the Equality Fund in 2015/16, an increase on 2014/15 (21 applications).
- 36 staff took part in Gender Identity Training.
- 30 students participated in student Irish language residency schemes.
- Approximately 15 people on average attended the weekly Wednesday (Irish language initiative) at the Buttery coffee event in the College restaurant during term time - on occasions this number climbs higher.
- 40 people participated in Culture Night 2015, when 4 Irish language tours of campus were held, followed by tea in Seomra na Gaeilge.
- At least 50 attended our RTÉ Reflecting the Rising events and over 100 attended our special bilingual public seminar with Conradh na Gaeilge.
- Meon Eile, the Irish language online news organisation, recorded 3 special video news features, 2 in relation to our 1916 events (see video 1 here and video 2 here) and 1 in relation to the Smartphone Campus Art Tour (here). The Irish Language Officer also participated in interviews with Raidió na Gaeltachta and Raidió na Life, and an Irish language article was featured in the Trinity Today magazine.
- ‘The Swing of the Sixties: Trinity’s College Gallery’ Touring Exhibition - accumulated numbers over three venues reached 28,000 visitors.
- 37 new artwork acquisitions were managed and added to the Collections – 5 purchases funded by the Provost’s Contemporary Art Fund, 5 bought with Annual Hire Scheme fees, 26 donated, 1 bequest.
- Over 120 applications from across every discipline in College for the Student College Gallery Committee to help administer the Annual Hire Scheme; 35 selected to represent as many disciplines, years, and nationalities as possible, across undergraduate and postgraduate courses. Over 150 works hired out and delivered to students and staff across the main and satellite campuses.
- Some 800 works relocated across campus, including new displays curated at the Common Room, Arts Building, West Theatre, School of Nursing and Midwifery, Trinity Biomedical Sciences Institute, Institute for Population Health in Tallaght, and relocations of artworks from Luce Hall, the Public Theatre, the 1592 Restaurant, School of Music, the Trinity Visitor Experience project at Regent House, Oisín House, and School of Medicine.
- Conservation treatment arranged and managed for over 200 paintings and frames.
- Data-cleaning and streamlining, mapping of the Collections Management database with a final transfer of approximately 30,200 fields of data to the Adlib Museum system.

5. Financial Position 2015-2016
The spend of the Secretary’s Office for the Annual Year 2015-16 is set out in Tables 3 and 4 below, broken down by pay versus non-pay, and total spend by area.

<table>
<thead>
<tr>
<th>Pay</th>
<th>Non-Pay</th>
<th>Total Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,194,181</td>
<td>1,027,619</td>
<td>2,216,473</td>
</tr>
</tbody>
</table>

Table 3: Total Spend of Secretary’s Office by Pay and Non-Pay

<table>
<thead>
<tr>
<th>Cost Centre</th>
<th>Cost Centre Name</th>
<th>Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>4301</td>
<td>Internal Audit</td>
<td>320,985</td>
</tr>
<tr>
<td>4302</td>
<td>Secretary's Office</td>
<td>966,181</td>
</tr>
<tr>
<td></td>
<td>Legal Fees</td>
<td>462,946</td>
</tr>
<tr>
<td>4303</td>
<td>Art Curator</td>
<td>169,053</td>
</tr>
<tr>
<td>4304</td>
<td>Irish Language Office</td>
<td>108,747</td>
</tr>
<tr>
<td>4305</td>
<td>Equality</td>
<td>64,293</td>
</tr>
<tr>
<td>4307</td>
<td>Chaplaincy, Commencements</td>
<td>124,268</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>2,216,473</strong></td>
</tr>
</tbody>
</table>

Table 4: Total Spend in Secretary’s Office by Area
6. Future Plans for 2016-2017

During 2016-2017, the Secretary’s Office will continue to provide the secretariat for meetings of Board, Council, Executive Officer Group, the Higher Degrees Sub-Committee of Board and Council, Audit Committee, Equality Committee and Coiste na Gaeilge.

The Secretary’s Office will maintain the provision of support for BoardPad, to ensure that Trinity continues to keep apace with and indeed take a lead in using technology to facilitate its administrative processes. A training session was organised in October 2016 for new secretaries to Committees already using the app, and for those who will be using it in the future.

In-house legal advice will continue to be provided to the College Community as required. Where necessary, expert external legal advice shall be procured and the office will continue to manage the relationship with our external legal firms.

Freedom of Information and Data Protection Requests will continue to be processed in consultation with stakeholders and the Communications Office. Data Protection training will be held in November 2016. Plans are being developed to participate in Data Protection Day 2017.

The College Calendar will be further enhanced as a modern written record volume, giving a snapshot in time of each academic year, both to its current readers and its readers well into the future. To this end, there will be a proposed collaboration between the Calendar administrative officer and the Discipline of History to research and write a history of the Calendar since its first publication in 1833 to the present day, and there is also a proposal to re-introduce the chapter on the Buildings of Trinity College, which has not appeared in the Calendar since the 1980-81 edition. There will also be the creation of a glossary of terms used in the Calendar to help better its overall understanding by its readers. There will be a progressive evolution of the online Calendar resource to increase functionality and ease of accessibility to the vast amount of information.

The Equality Office will maintain and build on longstanding Equality Office activities including the Equality Fund, International Women’s Week, the Annual Equality Monitoring Report, social media communications, and secretarial support to the Equality Committee. It will draft Trinity’s implementation plan arising from the HEA Review of Gender Equality in Irish Higher Education Institutions (as part of a dedicated subcommittee of the Equality Committee) and complete the ongoing review of the Living Equality & Diversity (LEAD) online training programme (in association with the Irish University Association Equality Network). In addition, the Equality Office will

• promote age-friendly initiatives in Trinity through the new Age-Friendly Trinity subcommittee of the Equality Committee;
• expand Gender Identity training to more key staff and to update the Gender Identity and Gender Expression Policy to reflect developments in legislation and facilities;
• redesign the Equality Office website and produce Equality News as an e-zine sent to all staff and students, to achieve an increased number of applications to the Equality Fund as a result of such communications, and to produce awareness materials for the revised Dignity and Respect Policy;
• embed the Equality Champions for Clubs and Societies Awards, piloted as an Equality Fund project by the Dean of Students in 2015/16, into the work programme of the Equality Office and to develop the awards programme further with the Central Societies Committee;
• achieve an improved score in 2017 GLEN Workplace Equality Index, and to submit entries for the first time for their optional Leadership Awards (e.g. Best Staff Network, LGBT Role Model of the Year).

The Irish Language Office will continue to work on the ongoing implementation of the Official Languages Act, College’s Irish Language Scheme, service Coiste na Gaeilge and the development of the Irish language policy and language promotion initiatives generally. This year in particular will see the preparation of the College’s Third Irish Language Scheme.

In line with the Irish language-related objectives in the Strategic Plan, Irish language training for staff will be developed by increasing the numbers of staff obtaining a European Certificate in Irish and providing extra support through the development of personal study plans for those interested. Creative initiatives focussing on the place of Irish in the wider world will be explored including the feasibility of a field trip to link Irish with Gaelic Scotland (including external partnerships where appropriate). International students and staff and the wider community will continue to be engaged with, particularly through the development of student cultural ambassadors and the holding of two special events, one focussed on international students on the main campus and the other on international students in Trinity Hall. Our regular programme of social and cultural events will also be further developed and enhanced.

The Irish language awards scheme “Gradaim na Gaeilge” will be again organised in 2016/17 to recognise staff and student achievement in the promotion of the language.

In 2018, a national Bliain na Gaeilge will be organised, to mark 125 years since the founding of Conradh na Gaeilge/the Gaelic League. The Irish Language Officer attended the initial planning meeting for Bliain na Gaeilge and will continue to engage to explore how Trinity might contribute and benefit from the year.

Collections stewardship will continue through an ongoing programme of collections management, alongside active and preventive conservation, and loans across campus and to external cultural institutions.
Under the heading of curricular development the College Art Curator will participate as guest speaker in the Research Seminar series organised by the Discipline of the History of Art and Architecture. In collaboration with Lismore Castle Arts the ‘ARTiculation Scheme’ will be piloted in Dublin, using the University’s art collections as primary source material to encourage visual literacy and expression at secondary level, with a view to building strong foundations and connections for continued studies in this area at third level. It is aimed to involve the cross-disciplinary Art Collections Student Volunteer Committee, the Discipline of the History of Art and Architecture, the School of Education, and The Douglas Hyde Gallery in a feasibility study for a full programme in 2017/18.

In order to enhance engagement and the visitor experience, there will be a formal launch of the University Art Collections online. The fourth and final leg of the touring exhibition ‘The Swing of the Sixties: Trinity’s College Gallery’, will be staged at the Lexicon Gallery, Dun Laoghaire County Council Library, from 24 November 2016 to 7 January 2017, with related educational events, specifically involving the student body. Curatorial and strategic support will be provided to the planned Trinity Visitor Experience, and to student research (including theses), student internships and student-curated exhibition programmes. The Annual College Gallery hire scheme will be staged.

Creative direction and project management will be provided for a number of high-level portrait commissions, the commissioning of new artworks and the integration of existing visual art from the collections for a number of capital projects, including the Trinity Business School and the new Student Residence on campus.

The College Art Curator is planning to create a 10-year milestone report to highlight and celebrate major milestones and creative projects while setting out future strategic plans.

7. Strategic Plan Actions
An update on the objectives in the Strategic Plan 2014-2019 for which ownership pertains to the Secretary’s Office is provided below. These are B.4.4 Trinity Governance which comes under Goal B.4 Activate Talents, and C.8.2 Equality, Diversity and the Irish Language which falls under Goal C.8 Demonstrate Institutional Leadership.

B.4.4 Trinity Governance

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Steps to Achieve</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring compliance with the Governance of Irish Universities, 2012 sectoral code agreed with the HEA and the College Board-approved Trinity College Dublin Code of Governance 2013</td>
<td>1. Increase awareness of the two codes amongst staff including Board members.</td>
<td>2014/15 Self-evaluation of the Board and all staff communication completed.</td>
</tr>
<tr>
<td></td>
<td>2. Maintain oversight of new activities to ensure there are no conflicts with the codes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Advise, monitor and review governance of subsidiaries.</td>
<td>2015/16 Review of related entity governance arrangements</td>
</tr>
</tbody>
</table>
## Maintaining active liaison with the Minister for Education and Skills, Minister for Jobs, Enterprise and Innovation, and the Minister for Health, and their respective departments, as well as with other appropriate state agencies on relevant issues of policy and legislative development

1. Secretary is a member of the IUA Secretaries Group
2. Recruitment of Director of Public Affairs and Communications.
3. Representations made to such departments by College directly or via the IUA etc.
4. Existing relationships are well managed with the Government e.g. Minister of Health & Appointment procedures for the School of Dental Sciences
5. Appropriate engagement with the HEA.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014/15</td>
<td>College’s response in relation to the proposed amendment to the HEA governance proposals was acknowledged. There was considerable input from the College in relation to the proposed Universities (Amendment) Bill. Substantial submission submitted in response to the request for input on the proposed reform of Seanad Éireann. Director of Public Affairs and Communications appointed.</td>
</tr>
<tr>
<td>2015/16</td>
<td>Mapped the level of engagement against deliverables.</td>
</tr>
</tbody>
</table>

## Keeping under review the governance structures of the university to ensure

a. that they meet with best international practice for highly-ranked universities and that they provide full accountability to all stakeholders in all of Trinity’s activities
b. that, where activities may best be done by operating privately, such as through a company structure, these opportunities are fully assessed and operationalized if they are supported by the business case.

1. Board self-evaluation to be completed 2015 and then every 2 years thereafter.
2. Extension of Conflict of Interest declaration to meetings of Council.
3. Review of existing governance structures to be conducted and amendment of Schedules to the Statutes completed.
4. Secretary’s Office to actively oversee performance and advise on the formation of subsidiary companies.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
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<tbody>
<tr>
<td>2014/15</td>
<td>Self-evaluation of the Board and all staff communication completed. Conflict of Interest noted at meetings of Council. Trinity Online Services Ltd and Trinity Asia Services Ltd incorporated and operating.</td>
</tr>
<tr>
<td>2015/16</td>
<td>BoardPad rolled out to some Principal Committees – Audit and Finance Committees. Equality coming online 2016/17. Existing governance structures reviewed and Schedules to the Statutes were completed (approved by Joint Board and Council January 2016, and approved by Fellows and Visitors).</td>
</tr>
</tbody>
</table>

### C.8.2 Equality, Diversity and the Irish Language

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Steps to Achieve</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advancing a structural change process to incorporate gender-balanced representation at all stages</td>
<td>1. The composition of principal committees and the regulations governing composition will be reviewed</td>
<td>2014/15 Baseline data prepared for gender profile of administrative and support</td>
</tr>
</tbody>
</table>
and levels, thereby enhancing the quality of Trinity’s institutional decision-making

| 2. Increase communication to staff and students regarding these policies | | 2015/16 | Revised Equality Policy approved by Board January 2016. Revised Dignity and Respect Policy approved by Board May 2016. Three training sessions on Gender Identity provided by Transgender Equality Network Ireland in Hilary Term 2016. |
| 3. Provide training on Gender Identity and Gender Expression Policy | | | |

| Implementing the Official Languages Act 2003, and our own Irish language schemes | 1. Replace existing English only signage in line with legislation. | 2014/15 | An initial list of English only signage with priority for replacement was discussed. The Language Commissioner reported in July 2015 that compliance with College’s legislative and language scheme requirements was very satisfactory, as was the case in previous reports. |
| 2. Implementation for all areas to have a bi-lingual message on voicemail | | 2015/16 | Ongoing support is provided |
| 3. Ongoing monitoring and provision of support | | | |
| 4. Liaison with the office of An Coimisinéir Teanga | | | |

¹ This Report only provides an update on the areas under the remit of the Equality Officer and does not cover the work of the Director of Diversity and Inclusion.
| Increasing the number of public Irish-language events hosted on campus, and raising awareness of Trinity’s Irish-language services and events | 1. Promoting the public nature of Irish Language events  
2. Growing the Éigse na Tríonóide festival  
3. Creation of a badge on People Finder displaying competence in Irish  
The badge on People Finder displaying competence in Irish has been created.  
A bilingual ‘services’ section on the Irish Language Office website is in place – see [here](#).  
The Éigse na Tríonóide festival continued to grow with a broad range of cultural, social and academic events open to all.  
2015/16  
In relation to the public nature of Irish Language events, 2015/16 saw an exceptional range of events, linked mainly but not exclusively to the College’s commemoration of the 1916 Easter Rising. See page 9 for details.  
Trinity was nominated as a finalist in the Irish language Business Award in the Marketing Awards of the Marketing Institute. |
| --- | --- | --- |
| Facilitating Irish-language training for all staff in the university, increasing the numbers of staff obtaining a European Certificate in Irish qualification, and developing creative partnerships with Irish language organizations. | 1. Priority given to staff where Irish language classes are over-subscribed  
2. Increasing supports to staff wishing to obtain a TEG qualification  
3. Enhance the relationship with Gael Linn, Raidió na Life, Feachtas | 2014/15  
One student successfully completed the TEG examination.  
2015/16  
Irish classes provided for staff and students – see page 8 for details. Roinn na Gaeilge held Irish classes for international students.  
One student completed successfully the TEG examination at level B1.  
Gael Linn sponsored the new Cumann Gaelach Maidens na... |
Gaeilge competition, held in November 2015. It is hoped this will become an annual feature. It is expected also that the annual schools’ debating competition held in Trinity for the past number of years, but which has gone on tour to the provinces for 2016, will return to Trinity in 2017. This event helps to attract second-level students to Trinity.