



ANNUAL REPORT 2012 | 2013



TRINITY COLLEGE DUBLIN
COLÁISTE NA TRÍONÓIDE, BAILE ÁTHA CLIATH

THE
UNIVERSITY
OF DUBLIN



Members of the Board

Members of the Board of Trinity College Dublin during the 2012/13 academic year were:

Ex-Officio Members

Provost, Dr Patrick Prendergast (Chair)
Vice-Provost/Chief Academic Officer, Professor Linda Hogan
Senior Lecturer, Professor Patrick Geoghegan
Registrar, Professor Shane Allwright
Bursar/Director of Strategic Innovation, Professor Gerard Lacey¹

Elected Fellows and Fellow Professors

Professor Sean Barrett (2010-2014)
Professor Eileen Drew (2012-2016)
Professor Robert Gilligan (2010-2014)
Professor Nicola Marples (2010-2014)
Professor John McGilp (2012-2016)
Professor Cliona O'Farrelly (2012-2016)
Professor Micheál Ó Siochrú (2012-2016)
Professor Henry Rice (2010-2014)

Elected Non-Fellow Academic Staff

Dr Mélanie Bouroche (2010-2014)
Professor William Dowling (2012-2016)
Mr Dermot Frost (2012-2016)
Professor Hugh Gibbons (2010-2014)
Professor Des O'Neill (2012-2016)

Elected Non-Academic Staff

Mr Fred Cowzer (2012-2016)
Mr Gerard Garrahan² (2013-2016)
Ms Noreen Murray (2010-2014)

Student Representatives

President Graduate Students' Union, Mr Martin McAndrew (2012-2013)
President Students' Union, Mr Rory Dunne (2012-2013)
Education Officer Students' Union, Mr Daniel Ferrick (2012-2013)
Welfare Officer Students' Union, Ms Aisling Ní Chonaire (2012-2013)

External members

Dr Olive Braiden, nominated by the Arts Council (2010-2014)
Mr Jackie Gallagher, nominated by the Minister for Education and Skills (2010-2015)

In Attendance Ex-Officio

Secretary, Mr John Coman
Treasurer, Mr Ian Mathews

The Chief Operating Officer is in attendance at Board
The Vice-Provost for Global Relations is in attendance at Board

¹ in place of Professor David Lloyd who resigned from the office of Bursar on 31 October 2012

² in place of Ms Jackie Byrne (2012-2016) who resigned on 25 February 2013

*Attendance at Board meetings
and Board expenses are recorded
in Appendix I and II respectively*

*This document is available in
accessible format on request
(email: communications@tcd.ie)*

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Introduction by the Provost



This Annual Report outlines the College's position and highlights our achievements during the academic year 2012/13 which was another very successful and productive year for the College. Key milestones include:

Students

Trinity continues to attract intellectually strong students from Ireland and abroad. In 2012 Trinity received 12% of first preference applications in the CAO system, an increase on the previous year's figure of 11%.

The accessibility of a Trinity education to all students of ability is an important element of our contribution to Ireland's future. Individuals from non-traditional learning groups such as those with disabilities, at different stages in their lives, and from disadvantaged sectors, have the opportunity to benefit from a Trinity education through such pioneering programmes as, for example, the Trinity Access Programmes. In 2012, 22% of all CAO places were filled by non-traditional students.

In an effort to lead a national reform of undergraduate admissions, Trinity developed a feasibility study in admissions, on behalf of the entire third-level sector, to test if there was a better and a fairer mechanism for admitting students to third-level. The feasibility study is an attempt to see whether, on a strictly controlled scale, it might be possible to identify and admit a diverse student body which is enthusiastic and passionate about learning, motivated and suitable for its chosen courses, and with the academic ability and potential to be inspired by College. Operated in partnership with the CAO, the new admissions route will be used to admit students on three Trinity courses using the new admissions routes in 2014/15 and 2015/16.

Seven new postgraduate degree courses commenced and 4,427 students had their degrees conferred during the academic year. Students continued to enjoy the 'Trinity Experience' which extends beyond the curriculum to a rich tapestry of student clubs and societies that equip students for a life of leadership and civic participation.

Research & Innovation

Trinity staff members excelled in research achievements and received national and international distinction. In the course of the year, five new spin out companies were approved to commercialise intellectual property developed at Trinity, 17 patent applications were filed and ten commercial licenses were issued. The value of new research awards entered into in 2012/13 amounted to €126 million, an increase of c. 88% on the prior year value, with new awards from Science Foundation Ireland (€82.4 million) and the EU (€21.4 million) in particular, reporting strong growth on the previous year.

Staff

The success of a university, and the delivery of its strategic objectives, cannot be attained without its key resource – its staff. To retain and improve the status of the College, Trinity must recruit, develop and maintain

Introduction by the Provost

people of exceptional calibre. Eleven international recruitment and selection processes were initiated for Professor positions within the College, a slight increase from the previous year. In addition, there was a notable increase in the number of campaigns for Senior Administrative posts with 13 recruitment competitions.

Capital Development

The capital development programme on campus continued to prosper. Among the completed projects were the Wellcome Trust-HRB Clinical Research Facility which was officially opened by the Taoiseach, the Museum Building stone cleaning and restoration project, and new premises for the Academic Registry, the Irish School of Ecumenics and Loyola Institute, and a Green Data Centre.

Financial Position

Whilst the College continues to be extremely diligent and proactive in the manner in which it manages its finances, it faces many financial challenges which are due to pressures in public finances. These include diminishing funding levels; constraints over pay and non-pay expenditure; no framework for reserves; limited capacity to provide for capital renewal and limited platform for strategic financial planning. Trinity's financial strategy must continue to operate within budgeted resources on a recurrent basis; promote non-Exchequer and Exchequer income generation; prioritise cost management, procurement and efficiency initiatives; invest for the future where appropriate and assess financial risks in a coherent manner.

The continued, appropriate stewardship of our resources through maintaining a tight budgetary resource allocation and control environment is key, as this will be essential to our long term success and financial health. The College must continue to generate sustainable funding sources and press for a fit for purpose remuneration framework and operational flexibility mirroring that experienced by our international peers to enable it to continue to compete on the international stage in the medium to long term.

International Standing

Trinity was ranked 67th in the world and 21st in Europe in the 2012/13 QS World University Rankings across all indicators, with a top 50 ranking in four subjects and top 100 ranking in a further 11 areas.

Conclusion

I wish to thank all the staff of the College, academic, administrative and support, for their part in our achievements during 2012/13 – these could not have been attained without their dedication throughout the year.

I would also like to thank the Taoiseach, the Minister for Education and Skills, the Minister for Health, the Minister for Enterprise, Jobs & Innovation and the many Government Ministers whose support is greatly valued. The College is also indebted to the Board and Executive of the Trinity Foundation, the Higher Education Authority, Science Foundation Ireland, the Health Research Board, the Irish Research Council and the many other agencies and individuals, public and private, who have supported the College.

Patrick Prendergast
Provost.

College Activities

1. Academic Developments

1.1 World University Rankings

Trinity College Dublin is ranked Ireland's leading university in the QS World University Rankings, the Times Higher Education World University Rankings and the Academic Ranking of World Universities, Shanghai.

Trinity is ranked 67th in the World and 21st in Europe in the 2012/2013 QS World University Rankings across all indicators, with a top 50 ranking in four subjects and top 100 ranking in a further eleven areas. The College's leading 50 subjects include English, Language & Literature in 28th place worldwide; 31st in Politics and International studies; 33rd in History; and 42nd in Modern Languages.

The College is ranked in the QS top 100 universities in the world in each of the eleven areas: Accounting & Finance; Biological Sciences; Chemistry; Computer Sciences & Information Systems; Economics & Econometrics; Geography; Law; Medicine; Pharmacy & Pharmacology; Psychology; and Sociology.

Trinity College is the leading Irish university in all of these subjects based on this survey and the only institution to feature in the top 50 universities globally. The 2013 QS World University Rankings by Subject evaluated 2,858 universities globally and ranked 678 institutions in total.

1.2 Quality

Recognised globally as a university of high quality in teaching and research, Trinity's education is distinctive in being research-led and student-centred. The College is committed to maintaining the exceptional quality of its undergraduate and postgraduate degrees and research and a major strength lies in Trinity's commitment of its staff to its students.

Election to Fellowship is an honour marking the exceptional quality of the College's academic staff. Research achievement or scholarship of a high order is the primary qualification for Fellowship, coupled with

evidence of the candidate's contribution to the academic life of the College, as shown in particular by participation in the work of his or her Discipline or School and an effective record in teaching.

Seventeen Fellows, including two Honorary Fellows, Prof Christopher Dobson, Master of St John's College, Cambridge and Patrick O'Meara, Emeritus Professor of Russian and former Master of Van Mildert College, Durham University were announced on Trinity Monday 2013.

In 2012/13 the Quality Office facilitated quality reviews of the School of Engineering and the School of Medicine, in addition to reviews of Human Resources, the Library, and a review of the strategy for Innovation and Entrepreneurship. The reports arising from these reviews provide important feedback to the areas under review, and to the College, on academic and service provision.

A progress report on implementation of recommendations arising from the Institutional Review of Irish Universities (IRIU) was submitted to Quality and Qualifications Ireland (QQI) in March 2013. These recommendations included reviewing the remit of the Quality Committee, an overhaul of the student evaluation system and the establishment of a teaching and learning strategy.

2012/13 was the pilot year of the Irish Survey of Student Engagement (ISSE). Trinity supports this initiative under the *National Strategy for Higher Education to 2030* and welcomes the focus on the student perspective of quality in higher education.

In other work, Trinity continued its active engagement with QQI and with other key national stakeholders such as the Irish Universities Association (IUA) and the Irish Higher Education Quality Network (IHEQN) in the development of policy to implement the new Qualifications and Quality Assurance (Education and Training) Act 2012.

College Activities

2. Education

2.1 The Trinity Community

Trinity is a community of scholars, made up of students, academic staff, and administrative staff. Diversity is at the heart of what makes Trinity distinctive, and it attracts students and staff from all around the world, and from all kinds of different socio-economic backgrounds and experiences.

In total, there were 16,646 registered undergraduate and postgraduate students in 2012/13. Of these, approximately 81.7% were from the island of Ireland, 9% from other EU countries, 4.3% from North and Central America and 5% from other parts of the world (this includes students from European non-EU countries).

In 2012/13, 58% of the student population was female and 42% was male. 12,091 (or 73%) students were registered on undergraduate programmes, and 4,472 (27%), on postgraduate programmes and 83 on foundation courses.

The student community is made up of students from all kinds of socio-economic backgrounds and age groups. In recent years, the College has been increasing the number of non-traditional students it admits, including students with disabilities, and mature students. In 2012, 22% of all CAO places were filled by non-traditional students, and 38% of these were mature students. The College's Strategic Plan (2009-14) makes a commitment to increase the proportion of under-represented groups from 15% to 22% by 2013, a target which the College has succeeded in achieving.

2.2 Admissions Statistics



Entrance Exhibition Awardees Lisa Gannon, Ryan Galvin, Avril Compton and Emma Jones of Scoil Mhuire, Clochar Na Trocaire, Strokestown, Co Roscommon

In 2012 Trinity received 8,142 (12%) of first preference applications in the CAO system, an increase on last year's figure of 7,770 (11.5%). Of the 67,684 people who applied for Level 8 courses in Irish higher education institutions through the CAO in 2012, 18,995 listed Trinity for one or more of their CAO course preferences (28%), an increase since last year when the figure was 18,437 (27%).

Trinity has the second highest number of overall first preferences in the country, but the largest number of first preferences to available places. In March 2012 Trinity had 8,318 first preferences, 67 behind the college with the highest preferences (University College Dublin on 8,385), but this number changed in the period between March and July.

A total of 786 first-year students were awarded special 'Entrance Exhibition Awards'. These students received 560 points or higher in their Leaving Certificate examination or equivalent second-level examination in the EU. Of this figure, 697 were Leaving Certificate students, 57 were A-level students and 14 students held other EU qualifications. The significant increase is accounted for by the introduction of the bonus points for Leaving Certificate mathematics.

College Activities

2.3 Admissions Reform

In an effort to lead a national reform of undergraduate admissions, a major international one-day conference was held in the Trinity Long Room Hub on 18 May 2012. The conference, *Undergraduate Admissions for the 21st Century*, was opened by the Secretary-General of the Department of Education and Skills, Seán Ó Fóghlú, and panels included representatives from the HEA, the NCCA, and the CAO, the seven Irish universities, and the Institutes of Technology, as well as experts from Australia, the United States, and the United Kingdom.

Opening the conference, the Provost repeated his ‘unambiguous pledge’ to reform the admissions system and consider new ways of admitting students to university. He expressed his belief that ‘the points system fails some of our best students, and that higher education can and should be transformative for the life of each individual student’. The Provost noted that: ‘This new generation must be more globally competitive than ever – they deserve an education system that is prepared to recognise and reward creativity, leadership, and independent-thinking’. Following on from the conference, Trinity developed a feasibility study in admissions, on behalf of the entire third-level sector, to test if there was a better and a fairer mechanism for admitting students to third-level. The feasibility study is an attempt to see whether, on a strictly controlled scale, it might be possible to identify and admit a diverse student body which is enthusiastic and passionate about learning, motivated and suitable for its chosen courses, and with the academic ability and potential to be inspired by College.

Operated in partnership with the CAO, the new admissions route will be used to admit students on three courses – with ten places in History (TR003), ten places in Law (TR004), and five places in Ancient and Medieval History and Culture (TR028) filled using the new admissions routes in 2014/15 and 2015/16.

The feasibility study was launched in the Royal Irish Academy on 14 January 2013 by the Dean of Admissions and Financial Aid at Harvard, Dr William R. Fitzsimmons. Speaking at the launch, he noted that:

‘The launch of a pioneering feasibility study in admissions is something that could be transformative for Ireland – and is one that is vitally important for its future. The adoption of broader criteria for college admission – using a process called holistic admissions – will send a clear message to the young people of Ireland that the gates of Trinity and all universities are open wider than ever before to those who bring excellence in all its forms. With this study, Trinity is sending a powerful message that with hard work anything is possible, including admission to Trinity or to any university in the world.’

2.4 Scholarships



Celebrating being elected Scholars

Foundation Scholarship is a College institution with a long history and high prestige, and is a distinctive feature of student life at Trinity. The objective of the Foundation Scholarship examination is to identify students who, at a level of evaluation appropriate to the Senior Freshman year, can consistently demonstrate exceptional knowledge and understanding of their subjects. A Scholarship at Trinity College remains the most prestigious undergraduate award in the country, and it is an award that has undoubtedly helped to foster long-lasting links between many outstanding graduates and the College. A principal objective of Trinity is the pursuit of excellence: one of the most tangible demonstrations of this is the institution of Scholarship.

College Activities

In the 2012/13 academic year 90 students were awarded Scholarships on Trinity Monday 2013. Recipients of the scholarships represented all faculties: the Faculty of Arts, Humanities and Social Sciences (32); Faculty of Engineering, Mathematics and Science (17); Faculty of Health Sciences (32); and Multi-Faculty (9).

2.5 The Curriculum – New Courses

The following courses commenced at the beginning of the 2012/13 academic year:

Postgraduate

- Masters in Education Studies (Intercultural Education)
- M.Sc. in Translational Oncology
- M.Sc. in Immunology
- M.Phil. in Music Composition
- Certificate in Nursing (Nurse/Midwife Prescribing)
- Postgraduate Diploma in Sustainable Energy
- Masters in Fine Arts.

2.6 Commencements, Firsts and Gold Medal Awards

A total of 4,427 degrees were conferred (2,776 primary degrees and 1,651 higher degrees) in 33 separate commencement ceremonies in 2012. Three hundred and ninety seven students received first class honors at the degree examinations in 2012/13 and, of these, 78 were awarded Gold Medals.

Honorary conferring took place at the Commencement ceremonies on 7 December 2012 and 28 June 2013. At the Winter Commencements, American playwright, Sam Shepard, campaigner for the rights of abuse victims, Christine Buckley, visiting Professor of Knowledge Management at the University of Leeds, Dame Lynne Brindley and Irish Children's literary expert, Valerie Coghlan were honoured.

Recipients of honorary degrees at the Summer Commencements were the President of Ireland, Michael D. Higgins, Irish Historian, Margaret Mac Curtain, The Dubliners' John Sheahan and the former CEO of the Finnish Association of the Deaf, Dr Liisa Kauppinen.

The first cohort of graduates from the inter-university Innovation Academy was presented with their Graduate Certificates in Innovation and Entrepreneurship at a graduation ceremony in the Department of Education and Skills on 30 April 2013. Fifteen doctoral students received their certificates as part of their structured PhD programmes, which offers them taught modules in innovation-related subjects. They will continue working towards their individual PhDs, which cover topics ranging from the role of women in peace processes, to adolescents in Victorian literature to engineering new arteries. Since its inception in 2010 the TCD-UCD Innovation Alliance partnership has proven to be an exciting intellectual space that promotes creativity and innovative thinking among postgraduates, and beyond. Over 300 PhD students from a variety of disciplines have engaged with the Academy to date.



The President of Ireland, Michael D. Higgins, honorary degree recipient and the Provost, Dr Patrick Prendergast

College Activities

2.7 Trinity Access Programmes

The Trinity Access Programmes (TAP) are a range of initiatives aimed at increasing the participation rate at third level of young adult and mature students from under-represented socio-economic groups. The programmes were established as part of an overall strategy to address low progression rates to third level by students in particular socio-economic groups and are an illustration of the College's social mission in action.

TAP owes its continued success to a network of highly productive partnerships with schools, further education colleges, families, students, Trinity staff, businesses, community groups and other Higher Education institutions, nationally and internationally.

TAP receives its funding from the Higher Education Authority through the Strategic Initiatives Fund, the Department of Education and Skills and a number of individual and corporate donors. These funds support the following initiatives:

- The School and Community Outreach Links
- The Pre-University Preparation Courses: Young Adults and Mature Students, TCD
- The Partnership Courses in Liberal Arts: TCD and City of Dublin Vocational Education Committee Colleges (CDVEC)
- The Post Entry Progression Programme
- Research and Evaluation.

There were 233 admissions to Trinity College through the Trinity Access Programmes in 2012/13, an increase of 27% to the previous academic year.

Linking with over 40 primary and second-level schools which have little or no tradition of progression to third-level, TAP, with the assistance of some 30 College departments, enabled over 4,000 students, parents and teachers to participate in on-campus activities during 2012/13, such as the Maths and Science Scholars Programme for 6th class pupils, the Med Day for Junior Cycle students, and Summer Schools.

2.8 Provost's Teaching Awards



Provost, Dr Patrick Prendergast with Provost's Teaching Awards recipients Dr Christopher Nicholas, Dr Robert Armstrong, Dr Zuleika Rodgers, Dr Nicholas Johnson, Prof Luke O'Neill and Dean of Graduate Studies, Prof Veronica Campbell

The Provost's Teaching Awards are the College's principal means of acknowledging those academic staff who have made an outstanding contribution in the pursuit of teaching excellence in Trinity and who promote teaching as a scholarly activity.

The awardees in 2013 were: Dr Robert Armstrong, School of Histories & Humanities, Dr Zuleika Rodgers, School of Languages, Literatures & Cultural Studies, Prof Luke O'Neill, School of Biochemistry & Immunology, Dr Christopher Nicholas, School of Natural Sciences, and Dr Nicholas Johnson, School of Drama, Film & Music who was the recipient of the Early Career Award Winner. All recipients were recognised for their dedication and commitment to teaching and learning excellence.

College Activities

3. The Student Experience

The 'Trinity Experience' extends beyond the curriculum to a rich tapestry of student clubs and societies that equip students for a life of leadership and civic participation. The tutorial service for students also contributes to the personal ethos.

3.1 Student Support Services

At the heart of all the College's activities is the commitment to the intellectual and personal development of all of its students. To enhance the student experience, Student Support Services offer a comprehensive range of administrative and support services including Accommodation and Catering, the Student Health Centre, Counselling Services, the Chaplaincy, Careers Advisory Services, the College Day Nursery and the Sports and Recreation Department. These services ensure that the welfare of students and their social, cultural and emotional development are provided for and managed in a balanced and holistic manner.

3.2 Student Achievements

During the academic year 2012/13, students and student societies were successful in many areas.

Four Trinity students received the Ernest Walton Gold Medal for excellence and innovation at the undergraduate level from President Michael D. Higgins at the 2012 Undergraduate Awards Ceremony. In addition to Conor Leahy, Eleanor Friel, Sorcha Ní Lideadha and Huw Duffy winning these medals, Trinity secured the highest number of highly commended entrants in the awards programme, with 33 students receiving this honour.

Over 600 Trinity College students were named on the Dean of Students' Roll of Honour, commended for their participation in extracurricular, voluntary activity both inside and outside the College. The Roll of Honour aims to recognise the learning outside the classroom which students gain through various types of extra-curricular voluntary activity, including membership of

the Garda Reserve, lifesaving, serving on parents' associations, Voluntary Tuition Programme, Trinity Access Programme, international development education and building projects and running international associations on home soil.

Three Trinity students and three Trinity graduates were honoured with Fulbright Awards in July 2013. Fulbright scholarships give Irish and American students, scholars and professionals the opportunity to study, lecture and research at top universities and institutions in Ireland and the US respectively. The six Trinity recipients were Síobhra Aiken, Brendan Cleary, Dr Anne Graham Cagney, Ferenc Jári, Réamonn Mac Réamoinn and Marguerite Nyhan.



Engineering students, Aoife Considine and Alberto Cañizares, winners of the 2013 Irish James Dyson award (Photo - Clodagh Kilcoyne)

Engineering students, Alberto Canizares and Aoife Considine, won the 2013 Irish James Dyson award for their revolutionary DIY snowboard invention, *Boundless*. It offers a 360-degree rotational attachment that goes between the snowboard and bindings, and enables manipulation of the bindings without a screwdriver.

Four Trinity students, Rosha Canavan, Law and Political Science; Jack Cantillion, Law; Helena Kelly, Law; and Owen Murphy, Psychology were selected from more than 525 applicants to participate in the 2013 Washington Ireland Programme. The internship

College Activities

programme is a cross-community charity which offers young leaders from Ireland and Northern Ireland the opportunity to live and work in Washington DC while completing leadership training and public service projects.

Student society highlights during the year include the DU Players' success at the Irish Student Drama Awards: the society won 11 awards, including Best Production, Best Director, and Best Actor. The Cumann Gaelach won Best Irish Language Student Society at the Glór na nGael Awards for the second year in a row as well as winning the 'Best Irish Language Campaign' award from the USI, for the Irish language festival *Éigse na Tríonóide*. Trinity FM was awarded 'Best Society' at the CSC Society of the Year Awards. Both Trinity debating societies, The Philosophical Society (The Phil) and the College Historical Society (The Hist) had a particularly successful year on the national and European stage. Lorcan Clarke, President of the Philosophical Society won Best Individual at the CSC Society of the Year Awards and Best Society Individual at the National Board of Irish College Awards. The VDP/Amnesty Jail Break event captured the attention of the entire country and beyond. The event challenged 68 students to travel as far away from the College as possible, within 36 hours, without spending their own money. The event was a huge success, raising over €14,000 for VDP and Amnesty as well as being crowned 'Charity Event of the Year' at USI's Student Achievement Awards. The 'Best Event' in Trinity was awarded to Trinity Come Dancing, DU Dance Society, organised over several weeks during which College personalities practised hard with their professional partners, culminating in a live competition.

The Sports Scholarships presented to 20 recipients reflect a depth of talent at club, county, provincial and national level. The recipients were: Natalya Coyle (Modern Pentathlon); Scott Flanigan (Sailing); Aisling Miller and Victoria Mullin (Air Rifle); Jack Reynolds and David Minihane (Association Football); Jacinta Brady (Ladies Football); Tomas Corrigan, Daragh Daly and Stephen Cunningham (Men's Football); Paul Coughlan (Hurling); Brian Hill (Athletics); Stephen Ludgate, Connor Montgomery, Eanna Horan and Nicola Walsh (Hockey); Brian Meehan (Karate); Tom Brennan and Iomhar MacGiolla Phadraig (Kayak); and Rosalind Hussey (Orienteering).

Three student sportswomen were awarded with University Colours in 2013. The Trinity Pink, designed to correspond, although not exactly, to the Light Blue of Cambridge and the Dark Blue of Oxford, is awarded on individual sporting merit which is generally assessed in terms of outstanding club performance, representative selection or external achievement. Pinks were awarded to Natalya Coyle (Modern Pentathlon), Rebecca Deasy (Ladies Boat), and Rosalind Hussey (Orienteering).

Notable student sporting club highlights in 2012/13 include: ten Intervarsity Titles - Boat, Water Polo, Ultimate Frisbee, Boxing, Fencing, Harriers, Lawn Tennis, Orienteering, Rifle and Taekwondo; the Volleyball Ladies won the CUSAI League and the Men won the VAI intermediate and Junior Championships; five Ultimate Frisbee Club members represented Ireland at the U23 World Ultimate Championships in Canada; the DU Football (Rugby) Club was promoted to Division 1B and had a very successful season, finishing 3rd at the end of the season; and the Ladies Gaelic Football Club won the Lynch Cup beating DIT in the final.

Business Economic and Social Studies student Natalya Coyle won Ireland's first ever medal in Modern Pentathlon World Cup in February 2013. With teammate, Eanna Bailey, she won an historic silver medal for Ireland at the inaugural "mixed relay" event in modern pentathlon's first World Cup of the season in Palm Springs.

Aisling Miller, Microbiology PhD student competed for Team Ireland in Air Rifle at the 27th World University Games in Kazan, Russia in July 2013. She has represented Ireland in the European Championships (Finland 2012) as well as the London World Cup (2012) and achieved a London Olympic Qualifying Score in 2012.

Postgraduate Mark Carpenter and Junior Freshman student Julian Bradley competed at the World Masters University Championship in Nice, France. They were selected at the Lawn Tennis Intervarsity Competition where the best three men and three ladies at Irish universities were represented.

College Activities

4. Research Activities

4.1 Research Themes

Trinity is recognised as one of the world's leading research-intensive universities and its research continues to address issues of global societal and economic importance. The University's research strategy is based on developing multidisciplinary areas in which the College has the critical mass of world-class researchers needed to deliver research of global consequence.

Among the priority research themes being addressed by Trinity researchers are ageing, nanoscience and materials, telecommunications, neuroscience, human identity, cancer, international integration, arts practice, and the inclusive society. These are topics that not only address issues of immediate and long-term concern to society but offer opportunities for future economic development. The University's commitment to a research-led education means that our students are exposed to leaders in their discipline, to the latest knowledge and ideas, and to an education that emphasises analytical skills and creative thinking, and gives students an opportunity to develop a broad range of skills by engaging in personal research.

This excellence in research underpins Trinity's Innovation and Entrepreneurship strategy. Research is central to the generation of the new disruptive ideas that will underpin future sustainable businesses. The knowledge created by Trinity is critical for the economic development of Ireland as it is for the education on offer to our students.

Trinity's research themes are supported by a set of research institutes that provide the infrastructure needed to support multi-disciplinary research as well as engagement with enterprise and social partners working in partnership with Trinity's 24 schools.

4.2 Research Funding

Research income has remained unchanged at €65 million in 2012/13 reflecting a stabilising of the research environment after a number of years of decreases. The value of new awards entered into in the year 2012/13 amounted to €126 million, an increase of c. 88% on the prior year value (circa. €67 million), with new awards from Science Foundation Ireland (€82.4 million) and the EU (€21.4 million) in particular reporting strong growth on the prior year.

The average contribution to indirect costs from research activity of 18% continues to be below the full economic cost of hosting the research resulting in the core budget cross-subsidising research activity. This position is not sustainable.

There were 1,526 active research accounts and research activity supported 1,310 individuals in 2012/13.

Source of Research Funding	Year ended 30 Sept 2013
Science Foundation Ireland	37%
Enterprise Ireland	6%
Higher Education Authority	6%
Commission of the European Communities	17%
Other	34%

4.3 Trinity College's New Research Initiatives

Trinity spearheads several major national longitudinal studies, including children's research and ageing, and national centres for intelligent content, nanoscience and telecommunications research supported by Science Foundation Ireland (SFI) on campus. Trinity's major research institutes in areas such as neuroscience, globalisation, biomedical science and the Trinity Long Room Hub for the arts and humanities are firmly established among the international leaders in their fields. Trinity is actively involved in significant national collaborative research ventures such as the National

College Activities

Digital Research Centre (NDRC), Molecular Medicine Ireland (MMI) and the National Institute for Bioprocessing Research and Training (NIBRT).

In addition to Trinity College's ongoing interdisciplinary research initiatives in these areas, the following new projects were among those launched during 2012/13:

CRANN, Ireland's leading nanoscience institute based in Trinity, secured €8 million of non-Exchequer funding for nanoscience research in 2012, an increase of 60% over investment secured in 2011, and has now created 50 full-time research jobs. In addition, it secured a leading role in a €1 billion Future and Emerging Technologies (FET) Graphene Research Project. The EU Commission committed the funding to what is the largest ever research project funded in the history of the European Union. The aim of the Graphene Flagship is to realise the commercial potential of graphene, a 'wonder material' that is considered the future of manufacturing.

The Advanced Materials and BioEngineering Research Centre (AMBER), an initiative of CRANN and the Trinity Centre for Bioengineering, was amongst seven centres nationally to receive a total of €200 million of SFI funding over the next five years. The new funding will be delivered through SFI Research Centres Programme coupled with over €100 million in cash and in-kind contributions from industry partners, making it the largest ever combined state/industry co-funding announcement of its kind in the research field in Ireland. AMBER will deliver world-leading research into engineered materials and interfaces for applications in a number of priority sectors in Ireland such as ICT, medical devices, and industrial technology.

Future Cities, a new, multi-disciplinary research centre which will drive and inspire new ways of thinking about smart and sustainable cities was launched by the Lord Mayor of Dublin in July. Trinity's Future Cities Centre will uniquely include researchers from computer science, statistics, information systems, engineering, natural sciences, social science, chemistry, arts, nursing and midwifery, business and law. This inclusion of 'hard' and 'soft' sciences will facilitate the development of technology advancement and societal change leading to more sustainable and inclusive urban environments.

President Michael D. Higgins launched a major new research theme 'Identities in Transformation' for Trinity at its flagship arts and humanities research institute, the Trinity Long Room Hub in April. This is one of Trinity's strategic multidisciplinary research areas. These are research fields in which Trinity has a critical mass of world-class researchers, and which have the scale, resources and ability to address important research challenges with considerable social, cultural and economic impact.



Prof Mark Ferguson, DG, Science Foundation Ireland, John Perry, TD, Minister of State with responsibility for Small Business at the Department of Jobs, Enterprise and Innovation, and Prof Vincent Wade, Trinity, Director of CNGL Centre for Global Intelligent Content at the CNGL funding announcement

The CNGL Centre for Global Intelligent Content received Government and industry funding of €13.5 million from SFI CSET for ground-breaking research in intelligent content. The funding will leverage a further investment of €6.3 million from 16 industry partners. CNGL's ambitious new research programme will focus on the development of content processing technologies to adapt and personalise digital content and services to meet the distinct needs and preferences of users across global markets. CNGL is led by Trinity and co-hosted by Dublin City University.

College Activities

A major telecommunications project that will revolutionise broadband provision in Ireland and Europe was awarded €8.1 million in EU funding. The pan-European research project, 'DISCUS' which was awarded funding under the European Union Seventh Framework Programme, is being coordinated by CTVR, the national telecommunications research centre headquartered at Trinity. The project will explore new ways to use optical fibre to build a simplified broadband network that will provide ultra-high speed internet to both urban and rural areas that is economically viable, environmentally sustainable and capable of supporting all current and forthcoming services for the foreseeable future.

A €2.5 million grant was awarded to Prof John Boland, Director of CRANN and Professor of Chemistry, to enable him to continue his world-leading research into how nanowire networks can lead to a range of smart materials, sensors and digital memory applications. This is only the second European Research Council (ERC) Advanced Grant ever awarded in Physical Sciences in Ireland.

Professor of Medical Molecular Genetics, Peter Humphries of the Ocular Genetics Unit, Smurfit Institute of Genetics and School of Genetics and Microbiology was also awarded an ERC Advanced Grant of up to €2.5 million for his research into exploring and developing new avenues for the prevention of glaucoma - a leading cause of blindness if left untreated.

LaunchBox, a new programme aimed at cultivating the next generation of entrepreneurs, saw Trinity students pitching for investment in their business ventures in August 2013. Six teams of students were provided with seed funding, office space, and master classes in marketing and funding, and spent three months incubating business ideas. The pilot programme, which was the brainchild of the Dean of Research, Prof Vinny Cahill, was supported by the University of Dublin Fund (USA) and by Trinity Angels, business leaders making up a network of Trinity alumni and friends who have invested €100,000 in the student entrepreneurs. The Trinity Angels were also on hand to provide expert advice and mentoring to the students during the programme.

Products incubated under the LaunchBox programme include *WifiGuard* which uses household wifi to detect home intruders, and *BiteLock*, a new type of bicycle lock, designed to immobilise a bicycle in an attempted theft.

4.4 Scholarship and Award Success

Trinity staff members continued to excel in research achievements and received national and international distinction. Among the highlights of awards received by Trinity researchers are:

The Royal Irish Academy (RIA) enrolled three Trinity academics as new members in 2013: Prof Kevin Devine, Professor in Genetics at the Smurfit Institute of Genetics and Head of the School of Genetics and Microbiology, Prof Michael Gallagher, Professor of Comparative Politics, and Prof Peter Simons, Chair of Moral Philosophy and Head of School of Social Sciences and Philosophy. Election to the RIA is the highest academic honour in Ireland and is a public recognition of academic achievement.



Dean of Research, Prof Vinny Cahill with WifiGuard team members Oisín O'Sullivan and Guoxian Yang

College Activities



Prof Michael Gallagher, Prof Kevin Devine and Prof Peter Simons, new Trinity RIA members with Prof Luke Drury, President of the RIA (3rd from left)

Two Trinity researchers, Prof Mark Little and Dr Patrick Walsh, were awarded the SFI President of Ireland Young Researcher Award (PIYRA) at a special ceremony held at Áras an Uachtaráin. Chair in Nephrology at Trinity and consultant nephrologist in Tallaght Hospital, Prof Little is recognised for his research into the rare but potentially fatal kidney disease, ANCA vasculitis. Dr Walsh has established a research group investigating autoimmune diseases of children based at the National Children's Research Centre at Our Lady's Children's Hospital, Crumlin. Autoimmune diseases encompass a variety of chronic and, often, debilitating disorders like Crohn's disease, psoriasis and multiple sclerosis (MS). PIYRA is SFI's most prestigious award to recruit young researchers currently based around the world to carry out their research in third level institutions in Ireland.

Prof Luke O'Neill, Director of the Trinity Biomedical Sciences Institute and Professor of Biochemistry, was presented the Royal Irish Academy Gold Medal in recognition of his outstanding contribution to the Life Sciences by the European Commissioner for Research, Innovation and Science, Máire Geoghegan-Quinn. Prof O'Neill is recognised as a world leader in the fields of immunology and inflammatory diseases such as rheumatoid arthritis.



EC Commissioner for Research, Innovation & Science, Máire Geoghegan-Quinn presents Prof Luke O'Neill with the RIA Gold Medal with Prof Luke Drury, RIA President

Prof Michael Coey, a SFI-funded researcher from CRANN and the School of Physics, whose career in science has been marked by remarkable scientific discoveries, was announced as the 'Science Foundation Ireland Researcher of the Year' in November 2012. As the most cited physical scientist in Ireland, Prof Coey has made important discoveries such as a new iron-based rare earth magnets, while also educating future generations through his textbooks on magnetism and magnetic materials.

Rohit Mishra, School of Physics and CRANN, won the SFI Image of the Year competition for his image Asteroid Belt which shows crystallized Carbamide dyed with azo orange.

Patrick Wyse Jackson, Associate Professor of Geology and Curator of the Geological Museum had the 285 million year old fossil bryozoan genus *Wysejacksonella* named after him in a paper published in the prestigious German palaeontological journal, *Neues Jahrbuch für Geologie und Paläontologie - Abhandlungen*.

The President of the Republic of Poland, Bronisław Komorowski, awarded the Knight's Cross of the Order of Merit of the Republic of Poland to Trinity's Assistant Professor in Political Science, Jacqueline Hayden in June 2013. Prof Hayden received the decoration for "outstanding services rendered to the promotion of Poland's transition to democracy, for acting as a truthful witness to the situation on the ground during the period of martial law and for accomplishments in journalistic undertakings".

College Activities

5 Innovation and Commercialisation

Trinity Research & Innovation (TR&I) promotes and manages the interface between Trinity researchers, funding agencies and industry, through four divisions: Research Development, Contracts, Technology Transfer and Entrepreneurship.

In line with the National Development Plan and the College's Strategic Plan, TR&I seeks to promote the successful exploitation of new ideas incorporating innovative technologies. TR&I provides supports all along the research continuum, from submission of funding applications, to contract negotiation, intellectual property management, technology transfer, commercial exploitation, and entrepreneurship training.

TR&I fosters and supports College's interactions with industry, including establishing research collaborations and licensing Trinity's intellectual property. In addition, it facilitates and approves the formation of Trinity campus companies.

5.1 Research Funding

During the 2012/13 academic year, 1,107 research funding applications, with an associated value of nearly €326 million, were supported by the Research Development Office.

In the same period, 625 new research contracts were awarded to Trinity with a combined total value of €139.5 million; and Trinity awarded 174 contracts (worth €32.8 million) to external entities.

5.2 Intellectual Property

The Technology Transfer Office received 50 disclosures of novel intellectual property created by Trinity researchers, filed 17 new patent applications, granted 10 commercialisation licences and approved the formation of five new Trinity Campus Companies.

5.3 Entrepreneurship and Innovation

The Entrepreneurship Section delivered a structured Entrepreneurship Programme to postgraduate students and researchers from 12 different Schools, and provided support, advice and mentoring to 56 students and Trinity graduates with innovative new company projects.



College Activities

6. Human Resources

Trinity's Human Resources function supports the College in achieving its strategic goals through the recruitment, retention and development of excellent people. Following a Quality Review in October 2012, and allied with the START Programme, a HR Strategy for College, *Excelling Together*, was approved by the Board, and a process to review the HR Department structure and capacity to deliver the strategy started.

6.1 College Staff

The Recruitment and Contracts Section handled appointments across the full range of College activity, from Chairs, Senior Lecturer-Consultant and academic appointments to technical, administrative and executive grade staff, including appointments in academic support units, facilities and student services. Two hundred and fifteen recruitment competitions to fill 215 posts were managed, a decrease of 28 from the previous academic year. At the end of the year, 210 posts were successfully filled which is a 97% success rate.

It should also be highlighted, as in previous years, that the foregoing recruitment activity occurred against the background of (a) each approval being considered in the context of the general provisions of the Employment Control Framework (ECF) in relation to essential posts, and (b) the College achieving its ECF required reductions in core staffing of 45.7 full time equivalent posts by December 2012, and planning for the achievement of a December 2013 further reduction, notified to the College in June 2013.

The close of the 2012/13 academic year saw the implementation of a new national collective agreement for public bodies, formally titled the Public Services Stability Agreement (PSSA), but commonly referred to as the Haddington Road Agreement (HRA). All recognised College trade unions accepted the proposals and thereby signed up to the Agreement. Alongside the HRA proposals the Government enacted the Financial Emergency Measures in the Public Interest Act (2013), which provided the legal basis for pay and pensions reductions, and increment suspensions.

Following clarification from the Department of Public Expenditure and Reform, the terms of the HRA were applied to all staff in a grade covered by a collective agreement, including non-members.

6.2 Professor Appointments

2012/13 saw a slight increase in the number of international search competitions initiated for 11 Professorial positions.

The Faculty of Arts, Humanities and Social Sciences was successful at interviews with three positions (the Loyola Professor of Catholic Theology, Confederal School of Religions, Peace Studies and Theology; the Seamus Heaney Professor of Irish Writing, School of English; and AIB Professor of Childhood Research/Director of the Children's Research Centre, School of Social Work and Social Policy). Interviews for the fourth position will take place in the academic year 2013/14.

Three competitions commenced with the Faculty of Engineering, Mathematics and Science with one competition for the Professor of Zoology, School of Natural Sciences being successfully concluded.

Six competitions commenced with the Faculty of Health Sciences. One position was successful, one position not successful at the interview stage, and another unsuccessful at the shortlisting stage.

6.3 Senior Administrative Posts

There was a notable increase in the number of campaigns for Senior Administrative posts. Seven of the 13 recruitment competitions were supported by external Executive Search Partners for the following posts: Director of Communications and Marketing, Director of Trinity Research & Innovation, Executive Director of CRANN, Commercial Director, Librarian and College Archivist, Deputy Chief Financial Officer, and Director of Financial Planning and Risk. Six Senior Administrative appointments were successfully concluded in 2012/13 with appointments in post and seven recruitment competitions are due to conclude in 2013/14.

College Activities

7. New College Initiatives and Key Events

There were several new initiatives and key events in the College during the academic year 2012/13.

Trinity welcomed US First Lady, Michelle Obama and her two daughters, Sasha and Malia to visit the Old Library in June 2013 as part of their itinerary in Ireland. Escorted by the Provost, the Obamas were shown the Book of Kells, the 'Brian Boru' Harp and a presentation on their own family genealogy and connections to Ireland, compiled by Trinity's spin out heritage and archive company, Eneclann. It researched President Obama's Irish ancestry from Falmouth Kearney, President Obama's second great-grandfather to his seventh great-grandfather, Joseph Kearney. The Kearneys belonged to the Church of Ireland and John Kearney, who was a distant cousin of the President, went on to become the Provost of Trinity College Dublin, and later Bishop of Ossory. He held the Chair of Oratory in Trinity from 1781 until his appointment as Provost in 1799. As part of the genealogy exhibition the Obamas were shown an original 19th century map provided by the National Library of Ireland of lands of Gorthgreen from where some of the family originated.



The First Lady Michelle Obama with daughters Sasha and Malia and Dr Patrick Prendergast, Provost, during their visit to the Long Room

In September 2012 Trinity launched its Global Relations Strategy which aims to build Trinity's global reputation as a leading university. The strategy highlights Trinity's commitment to further internationalising the University and to building partnership and cooperation among leading global educational institutions worldwide. The past year has been an exciting one in terms of the implementation of the Global Relations Strategy, the development of Trinity's global reach and progression as Ireland's university on the world stage and one of global consequence.

Trinity continues to build partnerships that enhance the University's international profile and reputation. These relationships have been formed at institution, faculty and researcher-to-researcher level and all of which focus on research synergies and shared academic interests that promise to augment teaching and learning.

In 2012/13 the Vice President for Global Relations, Prof Jane Ohlmeyer, led a series of recruiting and profile raising trips to Brazil, Canada, China, India, Kazakhstan, Malaysia, Russia, Singapore, Sri Lanka, Turkey and USA. The visits had a number of strategic focuses including building new and strengthening established research relationships with partner universities abroad and developing MOUs and Student Exchange Agreements. Specific effort is given to meeting policy makers and funders, visiting targeted high schools and connecting with Trinity's alumni abroad.

Trinity is committed to addressing and placing its expertise at the service of public debate and discourse. It is one of the crucial ways that universities like Trinity serve the public good.

Trinity engages with the public on many levels throughout various outreach initiatives. In 2012/13 Trinity's Science Gallery celebrated five years of revolutionary and thought-provoking exhibitions through arts, education and innovation. 'Where science and art collide' is its slogan and since its opening it has seized the public imagination with over one million visitors to date.

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Some 30,000 people visited the European Space Expo during its time at Trinity in June 2013 when they were given the opportunity to experience the wonders of space through interactive exhibits and learn how space science can benefit us all.



The Space Expo Dome in Front Square which attracted 30,000 visitors

The College opened its doors again to the public for the annual Culture Night and Open House Dublin events. In June Ireland's first outdoor nano-art exhibition celebrating Nanoweeek 2013 and CRANN's 10 year anniversary took place in Trinity and Cork. NanoArt 2013 included over 100 images, chosen to show the beauty of nano-landscapes and nano-structures and the scale at which nanoscience research is undertaken – up to 2,000 times smaller than a grain of salt – and to bring nanoscience to a wider public audience.

Trinity's Front Façade was lit up as part of the St Patrick's festivities. In a joint initiative between St Patrick's Festival and Tourism Ireland, the Trinity projection was chosen as the launch of the opening of the whole St Patrick's Festival and the Greening the City Initiative. The 'Dublin Doodle' competition asked entrants to create their own virtual green doodle to beam onto Trinity. Over 2,000 entries were received from across the world.

Trinity College Library launched The Digital Collections, a free online resource of its historic collections spanning a millennium. For the first time access to the unique collections of the library does not require a trip to the Long Room, only an Internet connection and a click of the mouse. The Library possesses more than six million volumes covering a millennium of material, and crossing the planet from Tibet to the Aran islands.

A new Trinity website bringing a unique 17th-century map collection together for the first time in 300 years as a public online resource was launched in May 2013. The Down Survey website maps out for the first time in great detail the dramatic transfer in landownership from Catholics to Protestants and changes our understanding of 17th-century Ireland.

The first iPad App of the Book of Kells manuscript was produced by campus company XCommunications, in collaboration with Trinity College Library. Widely regarded as one of the world's most beautiful decorated manuscripts, the Book of Kells for iPad app now allows the user to view its images in high resolution in all their richness. It is also the first manuscript in its complete form available as an iPad app.

Trinity was awarded the prestigious 'Green Flag' for the quality of its environment, as part of An Taisce's Green-Campus programme in April 2013. The international award is the result of many years of work by staff and students to make the campus better environmentally managed and more sustainable. Green-Campus is operated by the Environmental Education Unit of An Taisce on behalf of the internationally based Foundation for Environmental Education.

The START Task Force, established in October 2011 to conduct a thorough assessment of current administrative and support services within Trinity, was charged with advancing a series of implementable recommendations to transition the College to new administrative and support services structures. These are aimed at ensuring Trinity is best positioned as a globally competitive university to meet its academic mission of education and research in the most efficient and cost-effective manner. The key deliverable from the first phase of START is the creation of three Divisions: Academic Services, Corporate Services, and Financial Services approved by the Board in June 2013. The transition to these new divisional structures under START commenced on 1 October 2013.

College Activities

8. Capital Development Programme

8.1 Completed Projects



The Museum Building

Museum Building Restoration

The Museum Building stone cleaning and restoration project was completed in Spring 2013. This project has transformed the appearance of the building revealing the 19th century stone carvings that had been hidden for years, encrusted in carbon deposits. The key objectives of the project were to limit the damage to the stone that the dirt may have caused and to allow the carvings to be properly read, while preserving some of the patina which comes with age. Fortunately, most of the gypsum/carbon soiling could be removed using a very gentle water misting technique with minimal use of aggressive or chemical cleaning methods. Soiling has been ignored in areas where its removal might result in damage to the surface of the stone.

Hidden among the foliage of the main string course can now be seen a variety of birds, some with their young in nests, while the identification of panels

depicting some of Aesop's fables and a central panel referring to Darwin and the evolution of the species was a surprise. The Caen stone panel over the entrance door has been cleaned to show a detailed carving of the Trinity College crest.

Wellcome Trust-HRB Clinical Research Facility

This €7 million facility, funded by the Wellcome Trust was opened on 30 May 2013 by the Taoiseach, Enda Kenny. The 1,300 sq.m. ten bed facility is located on the site of St James's Hospital. Jointly governed by Trinity and St James's Hospital, the facility will enable patient and volunteer research in medicine, nursing, pharmacy, physiotherapy and psychology at the institutions and their collaborating partners. It will conduct high quality clinical research, bringing clinicians and researchers together with the common goal of addressing major challenges in health and disease in Ireland. The facility includes special clinical research areas for exercise physiology, neurophysiology and gene and molecular therapies.

The Wellcome Trust-HRB Clinical Research Facility is part of the Dublin Centre for Clinical Research (DCCR), a joint initiative between Trinity, UCD, RCSI and Molecular Medicine Ireland funded as a result of a competitive process by the Wellcome Trust and the Health Research Board. The Trust allocated €7.3 million in funding for the construction and equipment costs of the facility, and the HRB allocated €5 million core operating costs for the facility and €8.2 million in funding to the DCCR network operations. This is the only investment in Ireland by the UK-based Wellcome Trust for such a facility.

Academic Registry

The relocation of Biochemistry and Immunology to the new Trinity Biomedical Sciences Institute (TBSI) allowed for the refurbishment of the former Biotechnology Building, renamed the Watts Building. Completed in 2013, the building now provides purpose designed accommodation for sections of Physiology and Anatomy not housed in the TBSI. The remaining components of the project are the Global Room and the new Academic Registry – a single location for a wide range of academic services including Admissions,

College Activities

International Admissions/Study Abroad, Graduate Studies, Student and Graduate Records, and Timetabling and Examinations. The new Registry facilitates an integrated convenient service for students. The top floor of the building provides accommodation for the School of Engineering and Department of Botany.

Irish School of Ecumenics and Loyola Institute (refurbishment of Physiology Building)

The transfer of the Discipline of Physiology to new purpose built accommodation allowed for the refurbishment of the former Physiology Building. This facilitated bringing the Irish School of Ecumenics onto the main Trinity campus from an off campus location in Milltown as well as providing space for the Loyola Institute, a joint initiative between the College and the Jesuit Community in Ireland.

The Irish School of Ecumenics engages in teaching and research into the causes of, and solutions for, religious, political and cultural divisions in human societies. It is joined in the new building by the Loyola Institute, concerned with teaching and research on theology in the Catholic tradition. Both form part of Trinity's Confederal School of Religions, Peace Studies and Theology, that attracts students nationally and globally from a diverse range of cultural and denominational backgrounds, providing a multicultural learning environment.

Data Centre

Space in Aras an Phiarsaigh was reallocated and converted to provide a Green Data Centre for the College. The building contract was completed in early 2013 at a cost of €2 million. The Data Centre is one of the greenest in its category and was nominated for an award under Leadership in the Public Sector at the annual data centre awards in London in December 2012. During 2013, many systems were moved to the new Data Centre including the infrastructure and systems that support the new Student Information System (Genesis) and the new Financial Information System. The newly formed Green IT group will be looking at ways to reduce costs by consolidating IT systems and services in the new Data Centre and looking at sustainable IT solutions for the future.

8.2 Construction Projects

Business and Innovation Hub

A design team has been appointed and design work has commenced on a project to provide a new and expanded Business School together with a Research and Innovation Hub and accommodation for Corporate Services on the site of the Luce Hall (former Sports Centre). Enabling work to vacate existing buildings on the site will start in the second half of 2014. The main construction work will start in 2015 and the project is scheduled for completion in early 2017.

E3 - Trinity Engineering, Energy and Environment Institute

Completion of the Trinity Institute for Biomedical Sciences has cleared site space at the east end of the campus to facilitate further large scale developments there. This site is designated in the Development Plan for the provision of new accommodation for Engineering and Natural Sciences. Following a procurement process in accordance with EU procedures the consultant project managers and architects have been appointed. The project was paused in late 2011 and an academic review of the proposed activities was undertaken. This review has been approved by the University's Council and Board and planning of the project is about to resume.

Institute of Population Health

The Board has approved the purchase of three floors of a completed building in Tallaght, adjacent to the hospital, to provide some 2,500 sq.m. of accommodation for the Institute of Population Health. Fit out works will be required at an estimated cost of some €2.3-2.5 million. Subject to planning approval and in due course detailed design and tender approval, the works are scheduled for completion early in 2015.

College Activities

Residential Accommodation

New Square East

The latest phase of the programme to upgrade residential accommodation started in June 2013 with the refurbishment of residential accommodation in Houses 38 and 40, New Square at a cost of €3.7 million.

1,000 residential places

The level of residential accommodation provided by Trinity is low by international standards. The need to expand residential capacity is recognised in the Strategic Plan. The College has initiated a process to identify a developer who will design, build, and finance an initial phase of 1,000 places on a site or sites within a short commuting time of the College. As a result of the economic downturn many of the candidates who were shortlisted for the tender list dropped out due to liquidation etc. and Trinity decided not to pursue this process. A range of alternative options is being explored aimed at providing a substantial increase in residential accommodation at the earliest opportunity.

8.3 Energy Conservation

In 2012/13 Trinity College consumed 38.2 million kWh of electricity (1% reduction from 2011/12) and 50 million kWh of natural gas and oil (8% increase from 2011/12). The increase in gas and oil consumption is related to multiple factors, the most significant of which was weather. 2012/13 was substantially colder than the previous year. Undertaking a correction for the colder weather gas and oil consumption fell by 2.4 million kWh (5%) in comparison to the previous year.

The annual figures include changes in consumption in different areas. Buildings such as the TBSI which were completed within the last few years are showing an upward trend in electricity consumption. This is related to the progressive full occupation and installation of new equipment. This trend is likely to continue for some years but at a lower rate. TBSI, as Trinity's largest single research and science building, is a very significant energy centre. Concentration has been focussed on reducing the energy consumption and in particular the gas consumption which heats the

building. This was done by optimising the operation of the ventilation equipment and extending the operation of the combined heat and power plant while also improving heat recovery. Gas consumption in TBSI was reduced during the year by approximately 14% despite the colder weather. This work in TBSI and in other energy intensive research type buildings will continue in coming years.

Trinity continued to work with the inter-university energy project, e3, comprising Trinity, UCD, DIT and DCU. The project monitors energy consumption for the larger buildings within the university and targets energy reductions by optimising operations and controls. The current energy conservation target is directly linked to the current National Energy Efficiency Action Plan 2 (NEEAP 2). The national public sector programme is to reduce primary energy consumption by 33% by the year 2020 measured against a base year. The Energy Performance Index (EnPI) used by the College is primary energy per research equivalent area per annum. The most recent report confirms the energy intensity as measured by the EnPI has reduced (improved) by 13% since the benchmark year. The objective is to continue to improve the EnPI by approximately 3% each year to reach the target of 33% by year 2020.

Several projects were completed during the year to upgrade lighting with more energy efficient fittings and occupancy/automatic dimming control. Major refurbishments such as the Irish School of Ecumenics/Loyola Institute and the Watts Building incorporated several measures to improve energy efficiency including energy efficient lights, automatic lighting controls and heat recovery ventilation. These refurbishments and similar smaller scale works are excellent opportunities to improve the overall energy performance of Trinity's buildings.

The net expenditure for the year 2012/13 for utility cost amounted to €7.3 million (€7 million for 2011/12). All electricity and gas supplies were procured via the national frameworks set up by the Office of Government Procurement (OGP). This project utilises the larger collective procurement power of similar university sector bodies to secure the most competitive unit energy prices in the market place.

College Activities

9. Fundraising



Provost, Dr Patrick Prendergast with one of Trinity's generous benefactors, Dr Beate Schuler

Significant funding is required if the College is to confirm its position as one of the world's leading universities. Now more than ever, it is clear that if the College wishes to represent Ireland globally, it cannot rely on State funding alone - securing private support is becoming ever more essential to Trinity's future.

To this end, Trinity Foundation raises funds from the College's alumni and friends. In the period 1 October 2012 to 30 September 2013, €18.2 million was secured in private donations (€22.5 million in 2011/12) from 3,000 donors. The benefits of this private support can be seen throughout the College. Thanks are due to the many donors who have contributed through the Annual Appeal, by leaving a legacy of providing direct support to one of Trinity's strategic priorities which include:

- Ageing
- Cancer
- Nanoscience and advanced materials
- E3, Trinity's Engineering, Energy and Environment institute, a major new engagement between Engineering and Natural Sciences
- Refurbishment of the Library with expanded Humanities research facilities
- Building an Innovation Campus – incorporating a

- New Business School
- Science Gallery
- Trinity Access Programmes and bursaries for students.

Central to the College's fundraising success is the outstanding contribution of the many volunteer groups that support Trinity including the TCD Association and Trust, the Business School's Advisory Board, the Engineering Advisory Board, the External Advisory Board of the Trinity Long Room Hub, the Trinity Business Alumni, the Science Gallery Governing Board, Classics Advisory Board, National Institute for Intellectual Disability Management Committee, South Asia Initiative Advisory Board, the USA Fund and the UK Trust. These volunteers give their time, strategic input and considerable financial support for which the College is extremely grateful. Special mention is due to the Board of Trinity Foundation, which plays a key role in co-ordinating the College's philanthropic strategy.

Trinity could not have attained its status as a world-class university without a tradition of philanthropy going back to its foundation in 1592. The College unveiled its 'Benefactors through the Centuries' roll of honour in June 2013 as a lasting tribute to those who have made substantial gifts to Trinity. Their names – from Queen Elizabeth I and Dublin Corporation to and more recently Dr Martin Naughton and the Cathal Ryan Trust – have been embossed permanently on the frieze beneath the ceiling of the grand entrance to the Dining Hall, along with the words of Virgil, the first-century BC poet: "SEMPER HONOS NOMENQVE TVVM LAVDESQVE MANEBVNT" – "Your name, honour and praise shall always remain".

College Activities

10. Financial Position

The Funding Statements for the year ended 30 September 2013 were approved by the Board on 22 January 2014. These Statements were prepared in accordance with the agreed harmonisation policy adopted by all Irish universities, the format of which was approved by the Higher Education Authority in October 2013. The College's external auditors, KPMG, identified no material control weaknesses and issued an unqualified audit opinion on the Funding Statements.

The College reported a net surplus on core funded activity of €0.1m (2011/12: €0.1m) for the year-ended 30 September 2013. However this was only achieved after a planned transfer of resources of €3.7m previously retained for strategic purposes.

Total Income (excluding research) for the year amounted to €202.9m (2011 /12: €207.2m) and was made up of State Grant €55.2m (2011 /12: €64.7m); Student Fees €116.2m (2011 /12: €114.1m); and Other Income €31.5m (2011 /12: €28.4m). Total Expenditure (excluding research) amounted to €202.8m (2011 /12: €207.2m) and was primarily made up of Academic Faculties €118.1m (2011 /12: €120.7m); Academic and Other Services €18.3m (2011 /12: €18.9m); and Premises €27m (2011 /12: €27.4m).

Research activity increased by approximately 88% in 2012/13. The value of new awards entered into in the year amounted to €126m, with new awards from SFI (€82.4m) and the EU (€21.4m) in particular, reporting strong growth on the previous year.

The outlook for research funding remains relatively uncertain. While it is difficult to predict the effect the Exchequer's continuing efforts to reduce the national deficit will have on State Funding Agencies' budgets, the budget for Horizon 2020 has now been agreed at c. €80bn. Based on this and the latest available information from National Funding Agencies, current projections are that research expenditure may rise to c. €72m over the next 3 – 4 years. This positive outlook is

dependent on Trinity meeting the challenging targets set by the Research Diversification Strategies (which includes an emphasis on EU, industry and US funding) as well as continued success in the SFI Centres Programme.

The total net assets of the College reduced during the year by €18.6m to €678m at 30 September 2013 primarily due to a reduction in cash balances.

Whilst the College continues to be extremely diligent and proactive in the manner in which it manages its finances, it faces many financial challenges which are mainly State driven. These include diminishing funding levels; lack of dynamic funding model; constraints over pay and non-pay expenditure; no framework for reserves; cost of legislative compliance; limited capacity to provide for capital renewal and limited platform for strategic financial planning.

The scenario whereby the College would continue to incur expenditure at a level which results in an underlying deficit is clearly not sustainable in the medium to long term, particularly when the projected growth in demand for higher education is taken into account. Given the ongoing pressure on core activity expenditure, Trinity now has limited capacity to reduce its expenditure further without taking on additional risks as the majority of costs are fixed in nature in the short-term, and furthermore, most pay costs are determined externally by way of national agreements.

Therefore, the College's financial strategy must continue to operate within budgeted resources on a recurrent basis; promote non-Exchequer and Exchequer income generation; prioritise cost management, procurement and efficiency initiatives; invest for the future where appropriate and assess financial risks in a coherent manner.



College Activities

To date, Trinity has managed its finances very effectively and, having successfully invested over €200m in capital and IT infrastructure projects since 2009, has no accumulated recurrent deficit (on a Funding Statement basis). For the future, it is clear that our approved income generation and cost management strategies must deliver, however they are currently at an early stage of implementation.

The continued, appropriate stewardship of our resources through maintaining a tight budgetary resource allocation and control environment is key, as this will be essential to our long term success and financial health. As a new Strategic Plan is finalised for 2014-19, we must also ensure that we set objectives and actions that are consistent with the resources available to us. The College must continue to generate sustainable funding sources and press for a fit for purpose remuneration framework and operational flexibility mirroring that experienced by our international peers to enable it to continue to compete on the international stage in the medium to long term.

Appendix I

Attendance at Board meetings 2012-2013

The total number of meetings held during the year was 14 (including a joint meeting of Board and the University Council on 5 September 2012).

Ex-officio members:

Provost (Dr Patrick Prendergast) (14), Vice-Provost/Chief Academic Officer (Professor Linda Hogan) (14), Senior Lecturer/Dean of Undergraduate Studies (Professor Patrick Geoghegan) (13), Registrar (Professor Shane Allwright) (14), Bursar (Professor David Lloyd¹) (2), Bursar (Professor Gerard Lacey²) (11).

1 resigned on 31 October 2012

2 succeeded Professor David Lloyd as Bursar, and was eligible to attend 11 meetings

3 resigned on 25 February 2013

4 replaced Ms Jackie Byrne, and was eligible to attend 6 meetings

Elected members:

Professor Sean Barrett (13), Professor Mélanie Bouroche (11), Ms Jackie Byrne (1³), Mr Frederick Cowzer (13), Professor William Dowling (13), Professor Eileen Drew (13), Dr Dermot Frost (13), Mr Gerard Garrahan (5⁴), Professor Hugh Gibbons (14), Professor Robert Gilligan (9), Professor Nicola Marples (11), Professor John McGilp (14), Ms Noreen Murray (12), Professor Cliona O'Farrelly (11), Professor Desmond O'Neill (5), Professor Micheál Ó Siochrú (14), Professor Henry Rice (13).

External members:

Dr Olive Braiden (12), Mr Jackie Gallagher (12).

Student members:

Mr Rory Dunne (11), Mr Daniel Ferrick (13), Mr Martin McAndrew (14), Ms Aisling Ní Chonaire (13).

Appendix II

Board Expenses 2012-13

In 2012-2013 the following was paid to Board members (the financial year begins on 1 October):

Prof Des O'Neill: €82.60



Appendix III

Income and Expenditure Account Year ended 30 September 2013

	2013 €'000	Restated 2012 €'000
Income		
State Grants	55,176	64,696
Student Fees	116,198	114,052
Other Income	31,544	28,427
	202,918	207,175
Research Grants and Projects	65,002	65,170
Total	267,920	272,345
Expenditure		
Academic Faculties	118,060	120,725
Academic and Other Services	18,334	18,949
Premises	27,020	27,369
Amount Allocated for Capital Purposes	500	500
Central Administration and Services	13,525	14,565
General Educational Expenditure	10,213	9,844
Student Services	5,381	5,167
Miscellaneous Expenditure	9,780	9,923
Academic and Related Services	202,813	207,042
Research Grants and Projects	65,002	65,170
Total	267,815	272,212
Surplus on Activities before Amortisation of Capital Reserves and Grants, Ancillary Services and Depreciation of Fixed Assets	105	133
(Deficit)/Surplus on Ancillary Services	(6,982)	2,653
Depreciation of Fixed Assets	(30,478)	(27,662)
General Reserve Transfer	37,460	25,009
Net surplus for year	105	133



Appendix IV

Balance Sheet At 30 September 2013

	2013 €'000	2012 €'000
Fixed Assets		
Tangible assets	765,342	774,105
Investment properties	42,517	43,930
	807,859	818,035
Current Assets		
Bank and cash balances	164,133	183,618
Debtors and prepayments	54,137	40,914
Stocks	436	457
	218,706	224,989
Current Liabilities		
Creditors and accrued expenditure	(214,316)	(212,308)
Bank balances	(214)	(307)
	(214,530)	(212,615)
Net Current Assets	4,176	12,374
Long Term Liabilities		
Creditors due after one year	(134,132)	(133,869)
	<u>677,903</u>	<u>696,540</u>
Represented By:		
General reserve	677,413	696,155
Revenue reserve	490	385
	<u>677,903</u>	<u>696,540</u>



TRINITY COLLEGE DUBLIN
COLÁISTE NA TRÍONÓIDE, BAILE ÁTHA CLIATH

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