Foreword

The Corporate Services Division (CSD) supports Trinity's mission to provide a liberal environment where independence of thought is highly valued and where all are encouraged to achieve their full potential.

Our vision for Corporate Services is to be recognised as a professional, agile and customer-centric division enabling Trinity to achieve its mission and vision in a cost effective manner.

Within CSD, our priority is to ensure we can meet the needs of our stakeholders by building on past improvements, focussing on the delivery of quality services, innovation and development of our capabilities in line with the changing demands of Higher Education in the 21st century. We understand that our ability to deliver is central to the university's Strategic Plan 2014-19 and this informs both what we do and how we operate. Our principles and priorities continue to define our culture and work practices.

This strategy 2016-19 has been developed in consultation with colleagues, to produce a document, which is closely aligned with the university's strategic plan. It sets out the aims, key activities and outcomes for the period to 2019. It builds on the work of previous years and does so in a dynamic and ever-changing environment. We seek to make a positive and lasting contribution to the stakeholders we work with – creating opportunities, building connections and trust and in doing so we enhance the reputation and the influence of Trinity. We do this at community, institutional, and government level.

My own role as COO spans the entire university and through my involvement with Board, Council, Executive Officer Group, Finance Committee, Planning Group and Capital Review Group, I work to influence and shape university strategy. I sit on the Board of Science Foundation Ireland and the Genio Trust and from this experience; I bring an informed and external approach to my work in the Corporate Services Division. It also provides me with the knowledge and expertise to work closely with colleagues in Research & Innovation and identify key opportunities we can leverage with industry. This integrated approach to strategy ensures I can have the correct infrastructure in place to support world-class research.

Whether we are giving opportunity and a voice to our students, delivering capital projects or providing support to our infrastructure or people, all of our work is delivered in partnership (how we do, what we do is as important as what we do). This is a fundamental part of the culture of Trinity. Better financial processes and greater transparency are essential. Creating opportunities with partners remains a priority in order to see new income streams develop which will enable improved services for the benefit of the university.

Geraldine Ruane
Chief Operating Officer

www.tcd.ie/corporate-services

Our Mission	We provide a liberal environment where independence of thought is highly valued and where all are encouraged to achieve their full potential
Our Vision	The vision for Corporate Services is to be recognised as a professional, agile and customer-centric division enabling Trinity to achieve its mission and vision in a cost effective manner
Our Values	**One CSD, One Team** We work as a division to meet the needs of our stakeholders. We seek to communicate with clarity, conviction and enthusiasm. We engage with stakeholders in a spirit of openness, honesty and integrity, and uphold the reputation of the University **Responsibility & Accountability** We take responsibility for the delivery of our services and are committed to being accountable to our stakeholders for quality outcomes. We seek to build a culture focussed on performance in line with the needs of all who use our services. We actively promote transparency, seek to address performance issues resolutely, fairly and promptly and encourage all our staff to perform effectively during challenging and changing times **Teamwork** We work as a team based on a culture of flexibility and responsiveness, mobilising resources to respond swiftly to changing priorities. We seek opportunities for innovation and have the courage to take risks and make step changes to how things are done. **Excellence in Delivery** We are focussed on the delivery of high quality services to students and staff. We actively seek to improve the quality of service, taking account of diverse customer needs and requirements. We recognise the need for fiscal responsibility through the efficient, effective and economic use of the university's money in the delivery of services **Collaborative** We collaborate with each other and our stakeholders to build confidence in our ability to deliver services in support of the University's mission. We share information and build supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions **Empathy and Respect** We treat all persons with empathy, respect, dignity and courtesy. We work to the highest standards of service and are accountable for the quality and efficiency of the services we provide.

CSD Strategic Focus Areas (up to 2019)	Alignment to Trinity Strategic Goals	Key Initiatives/Projects for 2016/2017
1. Enhancing the Student Experience	A02 Promote Student Life A03 Renew the Trinity Education	• Trinity Education Project Support • Embedding Academic Registry improvements • Student services projects
2. Delivering High Quality Services	A02 Promote Student Life B04 Activate Talents C08 Sustainable Campus C09 Secure Trinity's Future	• Development of Service Level Agreements and Key Performance Indicators (21st Century Administration) • Estates & Facilities restructuring • Staff Engagement and Training (HR Strategy) • Performance Management (HR Strategy) • Feedback & Recognition (HR Strategy)
3. Improving Sustainability	A02 Promote Student Life B05 Build Valuable Partnerships C08 Sustainable Campus C09 Secure Trinity's Future	• Developing Sustainable Funding models for Student services (21st Century Administration) • Developing funding supports for central services through commercial partnerships (21st Century Administration) • Driving commercial revenue opportunities (Commercial Strategy) • Newco establishment (Commercial Strategy) • Sustainable Campus
4. Building our Capability	B04 Activate Talents	• ICT Skills Training (21st Century Administration) • Project Management Capability Development • Coaching and Mentoring • Heads of School Supports (HR Strategy) • CSD Senior Team – Leadership and development
5. Improving Efficiency and Flexibility	B04 Activate Talents C09 Secure Trinity's Future	• Developing shared services in Estates and Facilities • Break down silos and encourage a CSD approach to service delivery • Recruitment Service & Process Improvement (HR Strategy) • HR Automation (HR Strategy) • Performance Management in CSD (21st Century Administration) • Improving Processes
6. Enhancing our Infrastructure	A02 Promote Student Life C07 Engage wider society C08 Sustainable Campus	• Trinity Business School • Student Accommodation • Trinity Visitor Experience • Estates Strategy

7. Digital Transformation	A03 Renew the Trinity Education B04 Activate Talents C09 Securing Trinity's Future	• Digital Transformation

Outcomes

The expected outcomes of the above are

1. An enhanced student experience that can be measured by student surveys and the meeting of published key performance indicators
2. Improved services for students and staff delivered in line with agreed service level agreements and measured by agreed and published key performance indicators
3. Delivery of funding for student services that results in securing funding each year of 1,250K per year by the year 2018/2019 and delivers funding of 4,600K between September 2016 and August 2020
4. Delivery of additional funding for central services through sponsorship and/or partnership opportunities that delivers additional funding of 500K per year by the year 2019/2020 and a total of funding of 1.350k between September 2016 and August 2020
5. Achievement of the agreed commercial revenue targets as approved by CRU Board
6. Improved IT skills through the achievement of ECDL (or equivalent) standard by all CSD administration staff
7. Enhanced leadership and development capability across CSD
8. Digital Transformation will enable knowledge exchange in a digital environment, improve utilisation and exploitation of knowledge and facilitate the creation, preservation and discovery of knowledge
9. Improved project management capability across the university leading to greater success in delivering Projects on time and within budget
10. Increased flexibility in our organisational structures underpinned by streamlined processes focused on the needs of the users of our services
11. Improved Energy and Water Efficiency - 33% reduction in usage by 2020 and reduction in water usage by 10% by 2020