

**Trinity Centre for
Literary and Cultural
Translation**

**Lárionad Aistriúchán
Litríochta agus Cultúr
Choláiste na Tríonóide**

Strategic Plan 2017–2022



Mission

The Trinity Centre for Literary and Cultural Translation develops, promotes and supports literary and cultural translation from and into English, Irish and the other languages of Ireland through education, publication and partnership. Literary and cultural translation is at the core of its mission as it engages with all stages of the translating process, trains student translators and provides resources and opportunities for established translators and researchers. The Centre champions literary and cultural translators as creative practitioners who connect the languages and cultures of the world.

Vision

To highlight the central importance of literary and cultural translation; to provide a base and support for literary and cultural translators and visiting researchers of all career stages; to cultivate new audiences for outreach activities; to build partnerships with national and international cultural agencies, centres, festivals and book fairs; to create a suite of online resources; to establish collaborative partnerships with schools, libraries and minority linguistic communities in Ireland.

Introduction

At the launch of the Trinity Centre for Literary and Cultural Translation in April 2012, Seamus Heaney talked of his indebtedness and gratitude to his translators for creating audiences in other countries; he welcomed the establishment of the Trinity Centre for Literary and Cultural Translation, assuring the guests that it would seriously extend the achievements of literary and cultural translation in Ireland; he spoke of the importance of this moment in the history of the humanities in TCD.

The Centre is the first of its kind in Ireland. It fosters and promotes literary and cultural translation and, in so doing, brings the best of international literature to Irish readers and the finest of Irish literature to readers around the world. The Centre nurtures future translators of literature and provides them with the opportunity to start building a network of relationships with translators, publishers, authors, readers and booksellers in Ireland and across the globe. The Centre brings together expertise in Dalkey Archive Press, Literature Ireland and the School of Languages, Literatures and Cultural Studies (TCD).

What makes us distinct in Ireland and internationally is our location at the heart of a leading university and the collaboration of our three constituent partners. The decision to house the three partners in a splendid Georgian townhouse, refurbished for this purpose, is highly symbolic and indicative of Trinity's mission to engage with cultural practice and cultural institutions.

The focus of much of Literature Ireland's work is international – the titles supported through its translation grant programme are published abroad; the book fairs it attends take place in other territories; the translators it provides supports to generally live elsewhere; its publications are primarily distributed in countries other than Ireland. It is committed to providing support to literary translators, and actively hosts and co-

funds literary translators in residence at the Centre.

The Centre is strategically important for the School and for Trinity in its global outreach, and acts as a shopfront for both. It allows the school to look outwards in new ways, and to develop new relations with centres in Trinity involved in studying the exchange of languages and literatures; centres in Trinity involved in creative practice and national and international cultural agencies involved in cultural production and dissemination; and writers, translators and publishers and other centres and institutes of literary translation.

In turn, the Centre brings added value to all its partners by:

- enhancing reputation, activity, visibility and connectivity nationally

and internationally, by creating a network of relationships with translators, publishers, authors, readers and booksellers across the globe.

- mutually supporting stakeholders in the publication, promotion and marketing of works of literature in translation.
- attracting first class students from all over the world onto taught postgraduate and research programmes with the possibility of training and internship opportunities.
- forming a nexus which links students, cultural practitioners and representatives of the creative industries in Ireland.
- hosting of high profile international literary translation gala events, readings, seminars, public debates, festivals, launches and conferences
- granting public access to the Literature Ireland archive of translations.
- forming a community for visiting translators and translators-in-residence hosted by Literature Ireland.

All these different aspects of our distinct identity will be developed and enhanced by this strategic plan. It focuses on the articulation of three core goals and how they are to be achieved over the next five years. They are supported by three enabling goals, which underpin the delivery of the various objectives. Their effectiveness is assessed by a quality assurance benchmark. The benchmark against which targets will be evaluated consists of the metrics of activity and outputs for the academic year 2016–17.

Strategic Goals Summary 2017–2022

Core Goal 1: Education

Advancing research into literary translation and raising public awareness of translated works; opening up Ireland to the rest of the world and bringing Irish culture to a global readership

Core Goal 2: Publication

Raising the activity and visibility of translators, translations and translation research

Core Goal 3: Association

Championing cultural exchange nationally and internationally, and offering quality experience to new and existing audiences

Benchmark: Quality

Constantly reflecting on how well we deliver our core strategic goals

Enabling Goal 1: Infrastructure

Creating a robust team structure

Enabling Goal 2: Sustainability

Securing the long-term financial security of the centre

Enabling Goal 3: Communication

Establishing an effective outreach and social media strategy

Core Goal 1: Education

Advancing research into literary translation and raising public awareness of translated works; opening up Ireland to the rest of the world and bringing Irish culture to a global readership

Objectives	Actions / Ways of Evaluating Success	Risks / Challenges
<p>1.1 Host outreach events on literary translation</p> <ul style="list-style-type: none"> Organise regular annual events mapped onto the Centre's calendar. Organise student-led events once or twice a term. Organise monthly events. Actively target audiences from as wide a variety of backgrounds and age groups as possible. 	<p>1.1.1 Two high-profile events per calendar year.</p> <p>1.1.2 The quality, range and number of book launches, literary readings, public lectures, workshops, translation slams.</p> <p>1.1.3 Increase in the annual footfall and participation rates of visitors.</p>	<ul style="list-style-type: none"> Maintaining programme integrity. Maintaining representational balance across cultures, themes and event formats. Securing sufficient funding.
<p>1.2 Host specialist events on literary translation</p>	<p>1.2.1 One international conference or workshop per calendar year.</p> <p>1.2.2 Publication arising out of 1.2.1.</p>	<ul style="list-style-type: none"> Securing sufficient funding. Attracting high-profile keynote speakers.
<p>1.3 Bridge education and the world of work</p> <ul style="list-style-type: none"> Involve students in expert reader duties and report quality assessment. Invite students to cover the reception desk at book fairs. Involve students in the organisation of events. Routinely invite guests to talk to students. 	<p>1.3.1 Increase the provision of internship/casual work opportunities for students on the MPhil in Literary Translation.</p> <p>1.3.2 Increase in meetings of visiting translators and people involved in publishing with students on the MPhil in Literary Translation.</p> <p>1.3.3 Increase the number of events led by students on the MPhil in Literary Translation.</p>	
<p>1.4 Develop a network of affiliated researchers</p>	<p>1.4.1 Increase numbers of research associates, PGRS, postdocs and visiting translators.</p> <p>1.4.3 Continued growth of the mailing list.</p>	<ul style="list-style-type: none"> Ensuring quality research outputs over quantity.

Core Goal 2: Publication

Raising the activity and visibility of translators, translations and translation research

Objectives	Actions / Ways of Evaluating Success	Risks / Challenges
<p>2.1 Dalkey Archive Press: to publish translations into English.</p>	<p>2.1.1 Publish translations in English</p>	<p>Does not impact on the Centre's activity, visibility or reputation.</p>
<p>2.2 Literature Ireland: to promote Irish literature abroad, primarily in translation; to increase the print run of New Writing from Ireland.</p>	<p>2.2.1 Increased number of translations supported.</p> <p>2.2.2 Increased distribution of the catalogue in Ireland and internationally.</p>	<p>Does not impact on the Centre's activity, visibility or reputation.</p>
<p>2.3 Staff in the School of Languages, Literatures and Cultural Studies: to translate works of literature into or out of English; to research the theories and practice of translation.</p>	<p>2.3.1 The number, profile and quality of publications and other research outputs by School staff relating to literary translation.</p>	<p>Does not impact on the Centre's activity, visibility or reputation.</p>
<p>2.4 TCLCT: to showcase the work of the Centre and its three partners.</p>	<p>2.4.1 One publication annually, targeting national and international readerships.</p>	<ul style="list-style-type: none"> • Cost to Centre resources exceeds benefits to Centre. • Overstretch of personnel.

Core Goal 3: Association

Championing cultural exchange nationally and internationally, and offering quality experience to new and existing audiences.

Objectives	Actions / Ways of Evaluating Success	Risks / Challenges
<p>3.1 Target and cultivate new audiences</p> <ul style="list-style-type: none"> • Be open and responsive to requests for services from new audiences. • Identify key interested groups: minority linguistic groups in Ireland; schools; Trinity College Dublin graduates; Embassies ... • Form partnerships with leaders of key groups to research their expectations and needs. • Raise public awareness about translation at all levels. 	<p>3.1.1 More structured and wide-ranging links with identified audiences.</p> <p>3.1.2 Identify key target groups on an annual basis.</p> <p>3.1.3 Increase in partnership/co-hosted events.</p> <p>3.1.4 Increase in the number of new partners from across a variety of sectors.</p>	<ul style="list-style-type: none"> • Not enough resources. • Not enough personnel.
<p>3.2 Identify and develop working relations with:</p> <ul style="list-style-type: none"> • Key national and international partners • Organisations which could facilitate the creation of events outside Dublin. • International cultural agencies, festival organisers, booksellers, publishers located in Ireland. • Non-governmental agencies, community and special interest groups in Irish society. • Areas of Trinity involved in training cultural practitioners and researching creative practice. • Visiting translators/researchers • initiatives in creative practice in Trinity College Dublin 	<p>3.2.1 Increase the number of national and international partners.</p> <p>3.2.2 Increase the number of translators and writers signing up to the Associate scheme.</p> <p>3.2.3 Increase the number of co-hosted events.</p> <p>3.2.4 Increase engagement with (international) writers and translators who are visiting Ireland professionally.</p> <p>3.2.5 A compact agreement with associates to manage expectations around the use of services/facilities/hosting events.</p> <p>3.2.6 Consolidate relationship with T-Jolt and MPhil in Creative Writing.</p>	<ul style="list-style-type: none"> • Not enough personnel.
<p>3.3 Develop as a community for visiting translators.</p> <ul style="list-style-type: none"> • Provide an attractive community for international literary translators at all career stages. • Provide an attractive community for international researchers in literary translation. 	<p>3.3.1 Host a literary translator in residence on an annual basis.</p> <p>3.3.2 Provide on-campus accommodation and a workspace for visiting translators.</p> <p>3.3.3 Increase the number of international MPhils, PGRs, post-docs and visiting research fellows.</p>	

Benchmark: Quality

Constantly reflecting on quality

Objectives	Actions / Ways of Evaluating Success	Risks / Challenges
4.1 Create a welcoming environment for visitors	4.1.1 Put in place a meet and greet policy. 4.1.2 Implement a procedure to monitor patterns of one-off and repeat visits. 4.1.3 Invite visitors to contribute their views and ideas.	No feedback received.
4.2 Establish a system of internal evaluation for selected key programmes	4.2.1 Build evaluation into the business planning process. 4.2.2 Set criteria for the evaluation of programmes/events.	
4.3 Ensure the governance, planning, financial management and operations of the Centre are in accordance with best practice and sufficiently robust to evolve with new personnel and changes in leadership	4.3.1 Establish a list of policies and continue to develop them as agreed. 4.3.2 Annual internal reviews of procedures and benchmarks.	Inconsistent observance of policies.
4.4 Develop virtual access to the Centre through use of technology and the media; advance the accessibility of our outreach activities	4.4.1 An agreed access policy. 4.4.2 Continually review and update use of media and technology to provide access.	

Enabling Goal 1: Infrastructure

Creating a robust team structure

Objectives	Actions / Ways of Evaluating Success	Risks / Challenges
5.1 Develop collaboration between partner organisations	5.1.1 Regular team meetings. 5.1.2 Regular jointly organised events. 5.1.3 Synchronised calendars and strategies.	Communication, especially with stakeholders.
5.2 Engage students, translators and researchers in the Centre's activities	5.2.1 Regular informal occasions for building occupants to meet. 5.2.2 Prioritise the provision of suitable workspace for MPhil students in the basement. 5.2.3 Prioritise research students participating in creating a community and leading on some initiatives 5.2.4 Prioritise the provision of work space on the top floor for research students, post-doctoral researchers and translators.	Communication, especially with stakeholders.
5.3 Develop the Centre's leadership capabilities	5.3.1 Appoint a director. 5.3.2 Appoint administrative support for the Centre/director.	Succession planning, especially for the director.

Enabling Goal 2: Sustainability

Securing the long-term financial security of the centre

Objectives	Actions / Ways of Evaluating Success	Risks / Challenges
<p>6.1</p> <p>Build new relationships with potential donors</p> <ul style="list-style-type: none"> Establish fundraising committee. Research list of potential prospects. Research foundations' various specifications and conditions for application and apply for additional support. 	<p>6.1.1</p> <p>Maintain place in university's fund-raising campaign.</p> <p>6.1.2</p> <p>Funding secured from the naming of the Centre and/or the boardroom and/or the director's post.</p> <p>6.1.3</p> <p>Ongoing funding for activities and events.</p> <p>6.1.4</p> <p>Appoint a director and administrative support for the director/Centre.</p>	<ul style="list-style-type: none"> Maintaining priority status for the Centre in Trinity's fundraising. campaign. Identification of sponsors. Achieving philanthropic targets. Fostering and maintaining relations with prospects and patrons.
<p>6.2</p> <p>Develop a business plan</p>	<p>6.2.1</p> <p>Optimise income-generating opportunities from the building.</p> <p>6.2.3</p> <p>Optimise income-generating opportunities from activities.</p>	<ul style="list-style-type: none"> Securing financial sustainability. Limited funds in the School of Languages, Literatures and Cultural Studies with many competing demands.

Enabling Goal 3: Communication

Establishing an effective outreach & social media strategy

Objectives	Actions / Ways of Evaluating Success	Risks / Challenges
7.1 Develop use of tools for communicating the activities of the Centre	7.1.1 Produce an annual newsletter/e-zine. 7.1.2 Increase website visitor numbers. 7.1.3 Increase social media presence.	<ul style="list-style-type: none"> • Avoiding mission creep. • Focusing on core activities. • Communicating with our stakeholders.
7.2 Develop and optimise effective tools for communicating the activities of the Centre	7.2.1 Continue to innovate and develop ways to publicise the Centre's activities to new/non-traditional audiences (e.g. livestreaming, podcasts, social media).	<ul style="list-style-type: none"> • Inadequate funding, skillsets and staffing levels. • Communicating with our stakeholders.

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