

Thrive

Strategic Plan 2025–2030



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

strategy.tcd.ie



Our Strategic Plan is unfolding in turbulent and complex times.

Globally, there is much uncertainty about the future and our planet remains in a precarious state. Against this backdrop, we are witnessing a devaluing of higher education, an obfuscation of truth, and a limiting of voice and diversity.

Mission

Our mission has never been clearer: to provide—and fiercely defend—a pluralist university education, enhanced by research, rooted in academic freedom, enriched by diverse backgrounds and perspectives, and marked by critical thinking.

Vision

And we do this to fulfil our vision to be a university that challenges and serves society, making positive and lasting change through the advancement of knowledge and discovery.

Chairperson's Foreword



Paul Farrell
Chairperson of the Board

It is with great pleasure and a deep sense of purpose that I welcome Trinity College Dublin's Strategic Plan for 2025–2030.

This strategy is a roadmap for the coming five years with a clear mission—to provide, and fiercely defend, a high-quality pluralist university education, underpinned by research rooted in academic freedom, enriched by diverse backgrounds and perspectives, and marked by critical thinking.

Trinity has stood for over four centuries as a beacon of learning, inquiry, and leadership. As we look ahead to a world marked by rapid change—environmental, technological, geopolitical—Trinity's role as a globally connected and actively engaged university is more critical than ever. This strategy is designed to assist the University in facing the challenges and opportunities ahead while ensuring that Trinity remains at the forefront of academic innovation. It also aspires to assist the University in deepening its engagement with the communities it serves locally, nationally, and internationally.

The development of this plan has been shaped by wide consultation and collaboration across our community including students, staff, alumni, partners, and friends. It is grounded in a shared understanding that universities must not only reflect society but help shape it, fostering inclusive dialogue, rigorous scholarship, and bold, ethical leadership.

Over the next five years, we will focus our investment in strategic initiatives around people, infrastructure, and partnerships that will ensure Trinity thrives well into the future. Whether through enhancing the student experience, advancing cutting-edge research, championing sustainability, or promoting equality and access, this Strategic Plan is a collective commitment to building a university fit for the challenges and opportunities of the 21st century.

On behalf of the Board of the University, I would like to express our deep gratitude to all who have contributed to this Strategic Plan. I look forward to seeing it implemented, as we fulfil our vision to be a university that challenges and serves society, making positive and lasting change through the advancement of knowledge and discovery.

Provost's Foreword



Dr Linda Doyle
Provost & President

This is a time of profound challenge for the world and its universities.

Against this backdrop, we are privileged to be presenting our Strategic Plan in a country that truly values academic freedom, freedom of expression and freedom of association. These principles are at the heart of a healthy, democratic society—principles we must never take for granted. These principles carry with them responsibilities and opportunities; the responsibility to challenge and serve society; the opportunity to make positive and lasting change in the world.

As I write this, the world is very far from thriving. Yet, by working together as a College community in support of our common purpose—and in partnership with others across the globe—we can play our part in challenging and serving society, helping to bring about the positive and lasting change the world so urgently needs.

To realise this ambition, our Strategic Plan sets out clear commitments that support our core purpose of teaching and learning, research and innovation. It reflects the spirit I so strongly associate with Trinity—a spirit of restless ambition, of never settling, and of always striving to do better. It recognises that we are nothing without our people—our staff, our students, our partners in Ireland and around the world—and that, by working together, we can achieve more, thrive collectively, and make a meaningful difference. It speaks to the special and

unique place that Trinity is and, for a centuries-old university, how we can show leadership by using highly sustainable and responsible ways of inhabiting our campuses into the future. And our commitments also reflect bold, new ideas and an eagerness to navigate a world shaped by rapid technological change.

I believe passionately in the leadership role that a public university like Trinity must play in the world. That leadership is needed now more than ever, and it underlines the need for the higher education sector in Ireland to be funded in a truly sustainable way by government, with a step change in funding for research. Trinity will continue to advocate strongly for this—not only with our words but through actions that demonstrate clearly the positive impact we make.

This Strategic Plan has emerged from the work and efforts of so many people. I would like to thank our Vice-Provost, Professor Orla Sheils, and her dedicated team for their leadership in guiding an extensive consultation process. I am also deeply grateful to our Board members who played a very active role in the development of this plan and to all the members of our College community—staff, students, alumni, and partners—as well as our external stakeholders, whose insights have greatly enriched and strengthened this plan.

There is so much we can do and achieve together. Ar aghaidh linn le chéile!

Purpose

The best way to stand up for higher education and to fulfil our vision is to truly excel at our core *purpose* of advancing knowledge and discovery. This means being at the forefront of research and innovation and creating the best teaching and learning environment for our students and staff.

People

It is our *people*, the collective weave of labour in this university, and the *people* we partner with in Ireland and across the globe, that enable us to achieve. It is incumbent on us to create the conditions that allow our staff and students to thrive and for our partners to work with us in creative and impactful ways.

Place

Trinity is a unique *place* and place matters, whether that is our physical campuses, our place on this planet and, our place in the digital world. We can meaningfully support our *purpose* and our *people* by ensuring we wisely and creatively use the unique place that is Trinity.

Climate action and biodiversity as foundation

As stated boldly in our Sustainability Strategy 2023–2030:

“We will be a university, a place, and a community where climate change and biodiversity loss are addressed in a holistic, integrated and health-focused way to protect and restore our planetary home for future generations.”

This ambition is foundational for our Strategic Plan. It influences our teaching and research, our drive to ensure students and staff feel part of a supportive healthy community, and our motivation to make the best—and most careful—use of the space and the place we occupy.

Adopting this mindset, and holding to our ambitions, means that sustainability is knitted into all the commitments in this Strategic Plan. Already, over 400 researchers in this university are working on climate and biodiversity issues. Even though this is a five-year Strategic Plan, this mindset drives us to think deeply about our longer-term future.

Outward looking — making our mark

Trinity is an internationally engaged university that attracts staff and students from diverse cultural and geographic backgrounds. We collaborate with universities around the world, we are a proud member of a European university alliance and we participate in a plethora of international networks and global partnerships. These position us at the forefront of research and innovation and are an important part of creating the best teaching and learning environment for our students and staff. Trinity’s next global engagement strategy will take this further still.

At a national level we are outward looking, working proactively with partners across Ireland, engaging dynamically with Government, and contributing to the social, cultural and economic life of the city of Dublin and Ireland. Civic engagement, particularly at a local level, is also a distinguishing mark. We appreciate our unique place at the heart of our capital city with the opportunities and responsibilities that brings.

Our community

Unusually, the legal name for our university comprises 25 words, and includes the phrase ‘the Provost, Fellows, Foundation Scholars and other members of the Board’. It demonstrates that, since the very beginning, Trinity has seen itself as a team effort. Today, our community extends wider still and in this Strategic Plan we acknowledge its central role in our future: all our students, all our staff, our Tutors and all those who support students, our Scholars and our Fellows, our Board members, our 140,000 alumni across the globe, our staff who have moved to other places and staff who have retired, our wide range of partners—local, national and international—our volunteers, our philanthropic supporters and all who care so deeply about Trinity.

Purpose

1

Intensifying our research and intensifying our innovation, from excellent to outstanding

2

Designing for the *future of teaching and lifelong learning*, expanding partnerships and creating new pathways

People

3

Enhancing *student belonging* and connection in an engaged and healthy university

4

Creating a *thriving workplace* where we all work together to achieve our common purpose

Place

5

Reimagining our physical estate through *retrofit*, refurbishment and *sharing* practices

6

Advancing our *digital* estate in support of a dynamic and sustainable academic mission

Our commitments

To continue to make positive and lasting change on the world we commit to:

Our values — putting our words into action

Values matter. They are key to the success of this Strategic Plan. We centre our behavioural values around the importance of *belonging*. We recognise that the university will thrive by each of us *respecting and caring* for one another. We know we can achieve much more through working *together*. We know too that we must *take responsibility* for our actions and be accountable. We must, and will never stop, *imagining*. And through being *nature positive* we connect not just with the environment but with our ambitions for a sustainable future.

Student enrolment

Student enrolment has grown by almost a third over the past decade in Trinity. This reflects the strong demand for higher education in Ireland and, as a public university, Trinity's Schools have been innovative in providing new offerings to meet this need. This growth has mainly been in “traditional” student places, i.e., those undertaking full-time continuous study

or research. Many of the plans underpinning this growth have 20- and 30-year time horizons, some of which are still in progress. While we remain open to our Schools bringing forward new educational offerings and we remain open to working with Government in addressing skills needs, we do not see further large growth in our traditional student body over the next five years. We see wider opportunities, however, through flexible learning, lifelong learning and Continuous Professional Development options as expressed in our teaching and lifelong learning ambitions.

Important responsibilities

We are committed to the **Irish language** as a central part of College life and recognise that the Irish language is integral to the identity of so many of our staff and students and is a valued part of our culture and heritage. We are committed to our obligations under the Official Languages Acts 2003 and (Amendment) 2021 and, as an inclusive institution, we are committed to supporting and widening the use of the Irish language across the university.

Section 42 of the Irish Human Rights and Equality Commission Act 2014, also known

as the **Public Sector Equality and Human Rights Duty**, places a statutory obligation on public bodies, such as Trinity, to eliminate discrimination, promote equality of opportunity and protect the human rights of its members, those to whom they provide services and staff when carrying out their daily work. As a values-led organisation, we embrace our Public Sector Equality and Human Rights Duty obligations. Underpinned by data, consultation and feedback, we will use this as a lens to identify opportunities and take action to embed a culture of equality, inclusion and respect for human rights across our community and in how we work. Our **Athena Swan Charter** commitments also underpin this.

Our Strategic Plan is also influenced by the pledges made in our **Higher Education Authority (HEA) Performance Agreement 2024-2028**. In that agreement there are four performance objectives: (1) Teaching & Learning focusing on Climate & Sustainable Development and Student Success, (2) Research & Innovation focusing on Climate & Sustainable Development, (3) Access & Participation focusing on Equality, Diversity, Inclusion & Belonging and (4) Engagement focusing on Society. Our mission statement and our behavioural values address these objectives, as do elements of each of the six commitments at the core of our Strategic Plan.



Purpose



01 Intensifying our research and intensifying our innovation, from excellent to outstanding

We believe in the transformative nature of research over time. We believe in the power of innovation for good. Trinity has always valued excellent and curiosity-driven research.

Now, we will support and enable our researchers and students to intensify their research and innovation, creating new knowledge and addressing global societal challenges. We will protect the unique place of the university to defend and disseminate research-informed thinking and knowledge creation and transfer.

1.1	More time for research	We will provide essential support to make more time for research by reimagining the research environment through the expansion of <i>Trinity Research</i> , streamlining our administrative processes, and developing a policy on research leave.
1.2	Transformation through talent	We will attract and retain talent at all levels. We will develop a Strategic Talent Fund, supported by philanthropy and other sources. We will deliver a step change in our research excellence and innovation outcomes by investing in our people, renewing our research and innovation culture, and providing the environment in which research and innovation thrives. We will also strengthen our international networks of collaborators, working with talented researchers around the world.
1.3	A surge of innovation	Our new innovation hub, Portal, will be a catalyst for showcasing and intensifying our innovation and enterprise impacts, with strong collaboration and partnership. Portal will provide additional opportunities for Trinity to make societal, cultural, political and economic impact, locally, nationally and globally.
1.4	Better, greener research infrastructure and research spaces	We will continue to advocate for investment in research infrastructure for all disciplines while also developing shared research services in the university—starting with new shared and interdisciplinary space in Trinity East. We will embed sustainability in our research and will significantly increase our certified green labs over the lifetime of this Strategic Plan.
1.5	Telling our story to influence, engage and change	We will be a trusted leader in communicating the wide-ranging, consequential impacts of our research and innovation with a diverse range of communities and audiences. We will develop a dedicated, central communications approach to ensure our research achieves a targeted and timely reach.



02 Designing for the future of teaching and lifelong learning, expanding partnerships and creating new pathways

We are proud that Trinity is a comprehensive university, and proud of the wide range of disciplines and inclusive education we offer.

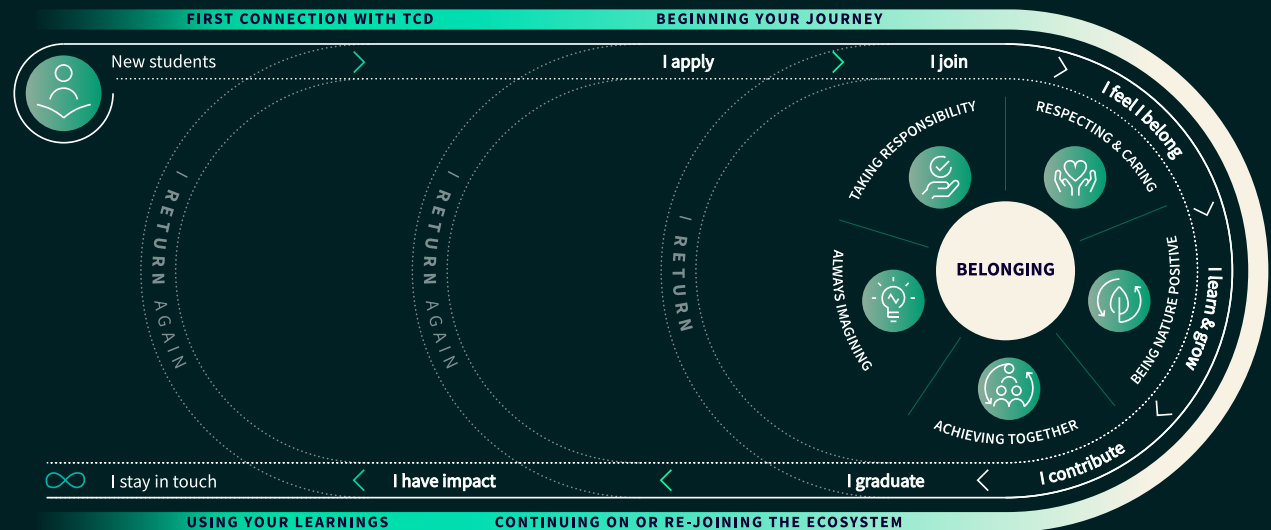
We believe that education is a journey of discovery, community, and opportunity that continues long after graduation. We will open our educational expertise and programmes to a more diverse student cohort, heightening student access, supporting social mobility, and refreshing our mix of student talent at all levels.

2.1	A new model for supporting lifelong learning	We will adapt to students' needs recognising the changing demands of the workplace, career development and curiosity. We will harness our expertise to conduct research on teaching, pilot and, where appropriate, mainstream new developments in curriculum design, teaching practices, lifelong learning, and assessment, ensuring change is not a burden to our staff.
2.2	A considered and critical AI education and learning environment	We will equip staff with AI-enhanced, research-led teaching and assessment methods that promote innovation, inclusion, and sustainability. Engaging our <i>Research Hub for Learning Innovation</i> , we will support the application of new and emerging learning technologies, cultivating leadership in responsible AI.
2.3	Strategic growth of our international partnerships	We are deeply committed to nurturing and extending our network of global collaborations. During the next five years we will strategically leverage our networks, working with our LERU partners and like-minded institutions around the world, upscaling our traditional and more flexible offerings. Using both discipline-specific and interdisciplinary approaches, our students will be empowered to develop the knowledge, skills, and attitudes necessary to act as successful agents of change in an increasingly volatile world.
2.4	New postgraduate learning opportunities	We will create a <i>Postgraduate Education Hub</i> and establish an Associate Dean of Graduate Studies role to provide enhanced supports for postgraduate taught courses. We will develop our Postgraduate Academy, continue to advocate for strong support for PhDs, provide new opportunities for all PhD candidates that give interdisciplinary, international and intersectoral experiences (Triple I Framework) that lead to wider lifelong opportunities.

2.5 An extended access programme

We will recognise and respond to the needs of learners from under-represented backgrounds, people who are most marginalised, and people with special and additional needs. We will provide the supports they need to access and progress through their chosen study programme. We will be even more inclusive by collectively leveraging our Equality, Diversity and Inclusion (EDI) team, disAbility Service, Trinity Access Programmes, University of Sanctuary, Scholars at Risk, our Civic Engagement for Societal Impact unit, Unit 18 outreach hub, and the Trinity Centre for People with Intellectual Disabilities.

My lifelong Trinity Moments that Matter





People



03 Enhancing student belonging and connection in an engaged and healthy university

We exist for our students. We welcome students from all backgrounds and cultures. We recognise the challenges students face in these times, and we believe strongly in supporting them academically, socially and personally.

3.1	A fully-supported student journey	We will evolve our student services using our new health and disAbility centres and drawing on our internationally-accredited counselling and learning support teams. We will continue to work with government on the provision of affordable accommodation for our students. We will review how our services—formal and informal, expert and peer-supported—resonate and interact with each other for the greatest benefit of all our students and at all the moments that matter in their learning journey.
3.2	A Student Centre and a network of student spaces	It is important that students have space that is uniquely theirs and we will deliver our first Student Centre over the lifetime of this Strategic Plan. We will also enhance student spaces across our campuses. We will do this by working in partnership with the Students' Union, student clubs and societies and other key stakeholder groups.
3.3	Transformed sport and healthy living	We will build on the existing Strategy for Sport <i>Realising Potential</i> by re-positioning Sport as a key institutional priority and hiring a Director of Sport Transformation to implement a hugely ambitious sports transformation project. We will enhance the governance, management, and financing of sport, working with the Trinity Sport team, including the Trinity Sport Union and Healthy Trinity. We will improve our sports facilities, starting with the planning and design for Iveagh Grounds.
3.4	A socially-connected university	We will work with the Central Societies Committee and the student body to ensure our student societies expand, grow and thrive with greater support. We will also significantly increase the community-building events for students throughout the university, creatively using the campus—indoors and outdoors—to ensure those with only limited time for participation can engage.



04 Creating a thriving workplace where we all work together to achieve our common purpose

Our staff are dedicated and ambitious. In a thriving workplace, all our staff can develop, grow and be successful, with personal well-being anchored in a strong sense of community, inclusivity and belonging. Our staff matter and deserve care.

4.1 A good employer

We will bring the People Programme to fruition. This programme began by looking at patterns of employment in the university, recognition and reward opportunities for staff, as well as the academic promotion processes. To put the work in context and bring it to life, we will live our ‘Moments that Matter’ approach (see schema) by being clear about expectations, enabling staff to grow and develop, and enhancing the employee experience.

4.2 A workplace where values are fully lived

We will integrate our behavioural values into everything we do, so that we are clear about what to expect from each other. We will develop and implement a campaign that will bring these values to life in the university. We will draw on and work within sectoral frameworks that have been developed to promote respectful and inclusive behaviours.

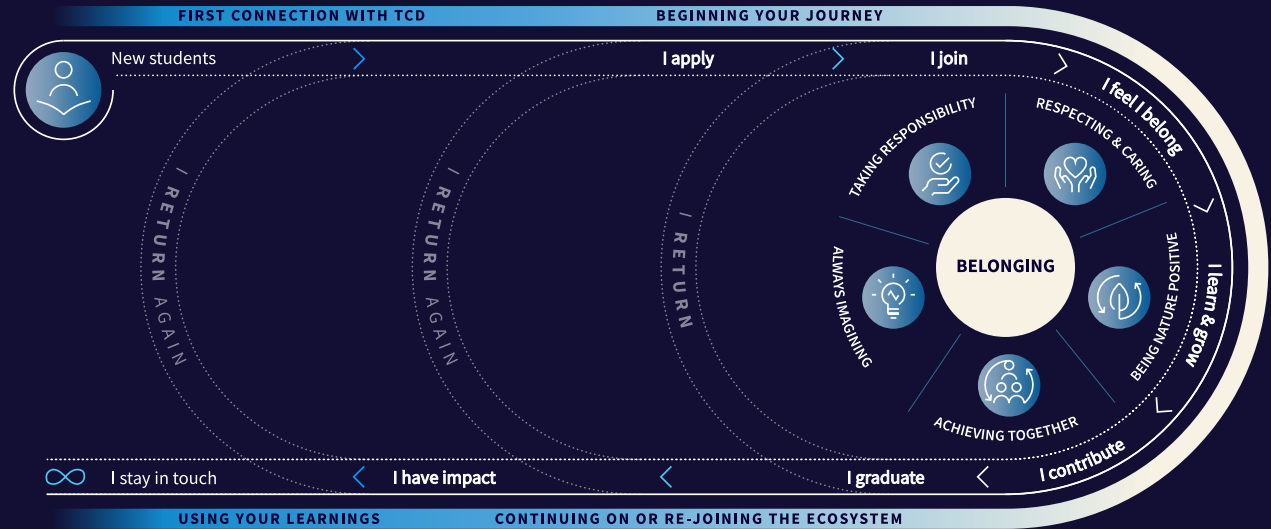
4.3 A workplace that is easy to navigate

We will make it as easy as possible for all of us to do our job. A dedicated programme of activity will draw on our creativity and expertise to rework and simplify onerous processes in the university. We will improve the flow of information in the university, make it easier to understand and implement our many policies, and to respond to our various legislative obligations.

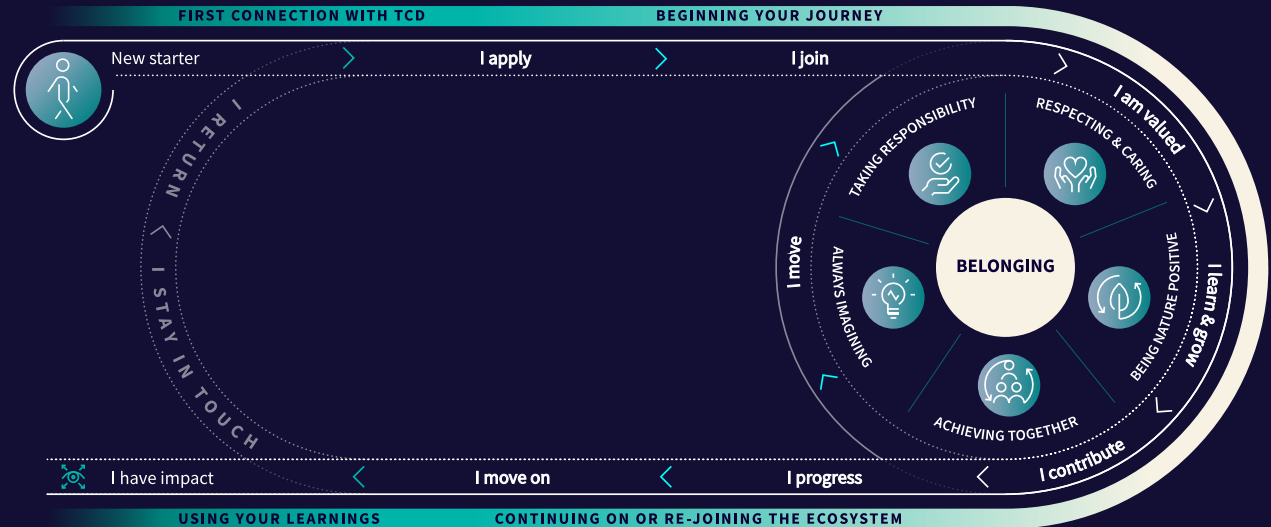
4.4 A workplace where we are always learning

We will continue to grow our staff development supports. In particular, we will strengthen leadership and management capabilities at all levels throughout Trinity to better meet the demands of a modern university. This will include supports to upskill to meet the opportunity of a changing workplace and more complex external environment.

My Lifelong Trinity Moments that Matter



Working Life in Trinity Moments that Matter





Place



05 Reimagining our physical estate through retrofit, refurbishment and sharing practices

Trinity is a unique place, and we are its custodians. We recognise our duty to use this unique place to deliver our academic mission in the very best way we can. We must also think beyond the lifetime of this Strategic Plan in a sustainable way to ensure we can continue to deliver that mission long into the centuries ahead.

5.1 A long-term, systematic approach to our estate

Our estate has evolved greatly over recent decades, and we need to look at it in a holistic manner to ensure it best serves our mission and is a key driver in our decarbonisation journey. We will create a structured framework for managing our multiple campuses and locations. The delivery of our masterplan accounting for all our campuses will be a key step towards this. It will facilitate joined-up thinking as well as a highly coordinated approach to decision making in support of our strategic goals in service of our purpose and people. The masterplan will allow us to create effective options for addressing decarbonisation and building nature positiveness, for the lifetime of this Strategic Plan and into the long-term future.

5.2 An ambitious capital programme of retrofit and refurb

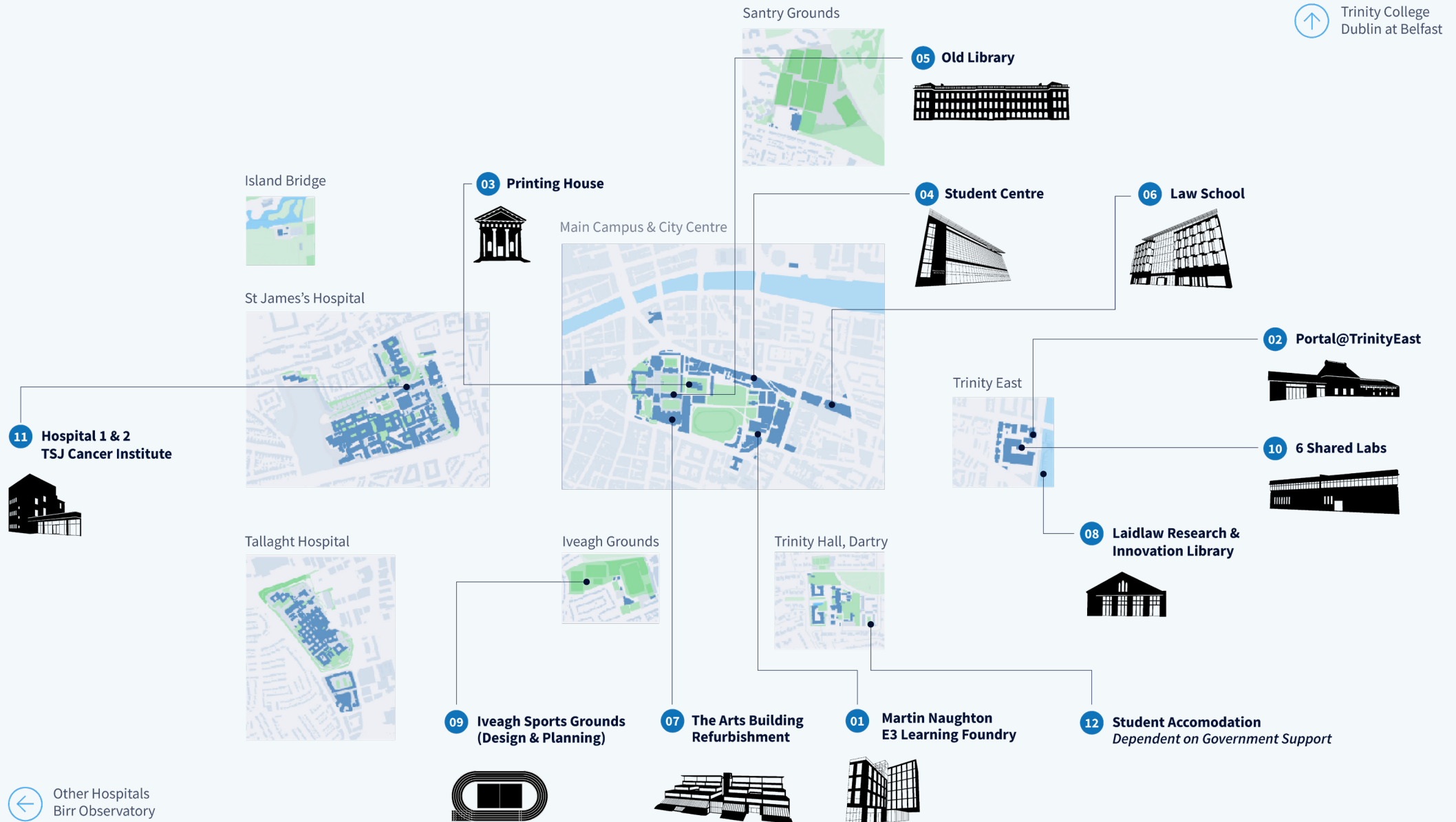
We will support the academic mission through the delivery of an ambitious capital programme, prioritising the principle of retrofit and refurb, where possible. We will deliver the Martin Naughton E3 Learning Foundry which will provide an exceptional teaching and learning environment for students. Our retrofit and refurb programme will include: completion of the Old Library Redevelopment Project, including the Printing House refurbishment; completion of the first phase of Trinity East, including the opening of Portal and the Laidlaw Digital Research and Innovation Library, with the greening of the surrounding areas; commence the second phase of Trinity East to further increase research and innovation; delivery of the Student Centre and the new Law School; refurbishment of elements of the Arts Building and the Trinity St James's Cancer Institute, and initial work on the Iveagh Grounds sports facility.

5.3 A changed culture of space usage

We will increase the utilisation of space across the university, maximising our use of this resource in the most environmentally sustainable way for the benefit of our staff and students. We will develop meaningful shared-space partnerships locally, nationally and internationally.

Capital Projects at a Glance

Building Plans during this Strategic Plan





06 Advancing our digital estate in support of a dynamic and sustainable academic mission

Digital transformation is much more than a technological upgrade. It requires a change in how we do our work and how we serve our mission.

It is key to how we will deliver our ambitions for intensifying research and intensifying innovation, designing for the future of teaching and lifelong learning, growing student belonging, and ensuring our staff are thriving. It is about taking back time for all of these. This is a big challenge, and we recognise the importance of doing it in a sustainable way.

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| 6.1 | A digital transformation roadmap for Trinity | <p>We will audit our current capabilities and future ambitions, identify the opportunities and the gaps, and co-create a roadmap for action. We will identify beacon projects that can showcase the value of digital transformation and act as motivational elements for future projects. We will develop business cases to underpin each project on the roadmap. To progress all of this, we will recruit a Head of Digital Transformation and put in place the governance and management structures to support all of these activities.</p> |
| <hr/> | | |
| 6.2 | Transformed and digitally-empowered services | <p>We must address essential processes that are currently paper-based, address crucial systems nearing end of life, store, access and use data more effectively, invest in the physical elements of the system, examine how existing and new research and teaching practices can be supported, while also engaging critically with technological advances in AI and other areas. We will do this while working closely with colleagues across the university, drawing on experience from previous projects, and at all stages considering the environmental impacts. We will maintain strong oversight of the projects, create a dedicated communications plan for engaging with staff and students as the transformation unfolds, and provide training as work processes change and as new digital skills need to be developed.</p> |
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| 6.3 | Our first digital-only library | <p>We will use the ‘retrofit and refurb’ approach to create our first digital-only library, the Laidlaw Research & Innovation Library, at Trinity East which will provide access to a wide range of new digital resources on site. This new facility will provide new space for our students to study and work in groups. It will also provide postgraduate students with extra room for research and innovation.</p> |