

APPENDIX A — IMPLEMENTATION PLAN

*Short term: first 18 months of Strategic Plan period. Medium term: next two years. Long term: final 18 months.

Strategic Priority 1: Assume Leadership in College Goals and Themes

Action - C	Sub-Action	Responsibility	Timeframe*
AP 1 Increase Communications	a) Increase College-level awareness about what goes on in our School via series of ‘did you know?’/‘fast-facts’ posters on the intranet and our Dublin building’s façade. Engage design service to create posters. Print. Mount/Publish.	Head of School School Manager Marketing Officer	Short Term
	b) Showcase the civic engagement and climate action work that we do via a new newsletter and a new dedicated webpage within the RTPS website.	Marketing Officer	Short Term
AP 2 Host Public Lectures	a) Host a School public lecture series by international climate scholars, chaired by our staff.	Director of Research	Medium Term
	b) Host a School public lecture series on the UN’s Sustainable Development Goals – and their critics -- especially SDGs 10 and 16: Reduced Inequalities; and Peace, Justice and Strong Institutions.	Led by HoD Peace Studies, involving HoD Religious Studies	Medium Term
Action - O	Sub-Action	Responsibility	Timeframe
AP 3 Radically Improve Web Presence	a) Restructure RTPS website to accent expertise and projects in relevant areas.	Marketing Officer	Short Term
	b) Better promote both Disciplines (Peace Studies and Religious Studies) through the RTPS website and social media to raise their profile within the university, academic community, and public sphere.	Marketing Officer	Short Term
	c) Create a media pool for staff, alumni/ae and student commentary on key issues on the RTPS website.	Marketing Officer	Short Term
AP 4 Develop	a) Develop a Centre for Peace Studies with strong links between the Dublin and Belfast Campuses.	Led by Head of Discipline Peace Studies, supported by Director of Research and Head of School	Long Term

Centres	b) Hold an event every semester in the Centre for Post-Conflict Justice at the Long Room Hub.	Director of Centre, Director of Research	Medium Term
	c) Show how we collaborate with other Centres, e.g. Gender Studies, Resistance Studies, Forced Migration Studies	Marketing Officer	Short Term
AP 5 Display the School's Identity	a) Get the School's name onto the outside of the Building.	School Manager	Short Term
	b) Use the Dublin building to 'speak' to College about its work via posters, banners, artworks.	Marketing Officer	Medium Term
	c) Renovate the Building to create a College-Green facing entrance, atrium, common room and coffee area displaying staff publications and invitations to connect.	Head of School School Manager Buildings Committee	Medium Term
Action - R	Sub-Action	Responsibility	Timeframe
AP 6 Announce Our Research	a) Revise and reshape all RSS, Trinity People, and College media-pool entries to make clear the expertise and interests of our academics, researchers and activists.	Marketing Officer Director of Research	Short Term
	b) Showcase the work of PhD and post-doc researchers in tandem with College goals through enabling PGRs and post-docs to avail of opportunities in College. This will include for example Humanities Week; TLRH Coffee mornings; lunch talks; Trinity Week; new post-doc network. Internationally, this will include for example a European research night by inviting post-docs to present in School research seminars (which was previously only staff).	Director of Teaching and Learning (Postgraduate) Postgraduate Student Reps Supported by Director of Research	Short Term
	c) Showcase how School research contributes to the UN's Sustainable Development Goals through a dedicated webpage and annual PhD conference.	Director of Research and Marketing Officer for webpage; for Conference: Director of Teaching and Learning Postgraduate Administrator Postgraduate Postgraduate Research Reps	Medium Term
	d) Showcase how School research helps achieve the Irish government's Shared Island plan through Belfast-Dublin joint events on peacebuilding in Ireland (e.g.: student	Course Co-ordinators International Peace Studies	Short Term

	fieldtrips in both directions; actively seeking research funding from the Shared Island initiative).	Conflict Resolution and Reconciliation	
	e) Showcase how School research contributes to discussion of pluralism and identities through involvement in the LRH 'Identities in Transformation' theme, and through advertising both internally (website) and externally (through media releases on our work).	Director of Research Marketing Officer	Short Term
Action - E	Sub-Action	Responsibility	Timeframe
AP 7 Target Information	a) Advertise the content of our UG Teaching, events, skills, and specialties in the College Community for clarity, public education and for recruitment purposes.	Director of Undergraduate Teaching and Learning Administrator Undergraduate Marketing Officer	Short Term
	b) Demonstrate how what staff are doing on the UG programme is connected to broader College initiatives.	Director of Undergraduate Teaching and Learning Marketing Officer	Short Term
	c) Highlight Biodiversity and Climate Change as themes in our curriculum and highlight where climate-action elements are taught in the Undergraduate Common Architecture.	Director of Undergraduate Teaching and Learning *VP for Biodiversity and Climate Action	Short Term
AP 8 Optimise Cross- College Opportunities	a) Further examine taught approaches to the diversity of module 'types' in the Common Architecture: Open, Bespoke, and Elective.	Director of Undergraduate Teaching and Learning Inclusive Curriculum Champion	Medium Term
	b) Recruit more intentionally, explicitly and comprehensively to the BA Religion New Minor subject from other Single Hons. Programmes.	Director of Undergraduate Teaching and Learning BA Course Coordinator Administrator Undergraduate	Short Term
	c) Engage positively with the changes in PG experience being wrought by the Trinity PG Renewal Project in the School as it emerges over its three horizons. This will ensure our School is supporting a transformative student experience.	Director of Teaching and Learning Postgraduate	Medium Term
	d) Work with Trinity INC/Inclusive Curriculum Champion to deepen inclusive curriculum approaches across all modules, programmes, and pathways	Director of Undergraduate Teaching and Learning	Medium Term

		Director of Teaching and Learning Postgraduate Inclusive Curriculum Champion	
	e) Offer a Trinity Elective that draws upon the Discipline of Religious Studies.	Director of Undergraduate Teaching and Learning Head of Discipline – Religious Studies	Medium Term

Strategic Priority 2: Develop the Multi-Disciplinary Identity of the School

Action - C	Sub-Action	Responsibility	Timeframe
AP 9 Improve Web Content	a) Revise all website content to create a more accurate, cohesive and inviting picture.	Marketing Officer	Short Term (and then ongoing)
	b) Develop a clear and inclusive presentation of Peace Studies and Religious Studies as Disciplines within the School and the University. This will acknowledge the distinctive characters of each, the different expertise within "Religious Studies", and the potential for specific interdisciplinary and transdisciplinary co-operations.	Marketing Officer Heads of Discipline	Short Term
	c) 'Translate' what we offer to international audiences (which configure our subjects in different ways).	Heads of Discipline Marketing Officer	Short Term
Action - O	Sub-Action	Responsibility	Timeframe
AP 10 Articulate our Identity.	a) Use the 2025/26 External Quality Review to gain international professional advice on the description of our Disciplines (in institutional terms) and (sub-)disciplinary identities in the School.	Head of School Self-Assessment Team	Medium Term
	b) Through a whole-School conversation process, construct a common statement on our particular multi-disciplinarity, noting how it relates to the College Strategic Plan re. Interdisciplinarity.	Head of School	Medium Term
AP 11	a) Develop our Belfast base – locate us in a building that can grow both activities for the School and collaborations across College and with wider communities.	Head of School Buildings Committee	Medium Term

Renovate our Infrastructure.	b) Develop Dublin-Belfast linkages via technology (for hybrid teaching, meetings, etc.)	School Manager	Short Term
	c) Create new spaces for academic and community building in Dublin by renovating the basement and reconfiguring the first floor to create more social spaces for students and staff. (Plans are already in place; funding is already secured.)	Head of School School Manager Buildings Committee	Medium Term
	d) Reconfigure our physical and online spaces for community with inclusion and sustainability to the fore.	Buildings Committee School Admin Team	Short-Medium Term
AP 12 Cultivate Community	Form an Events Working Group, to implement the following:	Head of School	Short Term
	a) Create an online School Calendar to include all social events and public lectures (and prevent cross-programming). Dedicated admin staff person to be identified as point-person for this.	School Manager Relevant Admin Staff	Short Term
	b) Increase moments of socialisation among PGT students both across the two Disciplines and within each Discipline through an annual rhythm of scheduled social gatherings.	Director of Teaching and Learning Postgraduate	Short, Medium and Long Term
	c) Provide opportunities for informal communication via the creation of a physical social space for staff and regular coffee mornings.	School Manager	Short, Medium and Long Term
	d) Maintain a dedicated slot in the timetable for School committee meetings (including Discipline meetings) and whole-School research seminars.	Head of School School Manager	Short, Medium and Long Term
	e) Invite an option for coffee before/after School and Discipline meetings.	School Manager Admin Team	Short, Medium and Long Term
AP 13 Hire a new colleague in Peace Studies.	Plan for staffing requirement; hire a new colleague in Peace Studies. To be funded largely through philanthropic income capture, supported by increased PGT revenue and the new Erasmus Joint-Masters Scheme (AP 44).	Head of School Head of Discipline Peace Studies Director of External Relations	Long Term
AP 14	Implement, review, and adjust the new Workload Allocation Model.	Head of School	Short Term

New Workload Allocation Model			
Action - R	Sub-Action	Responsibility	Timeframe
AP 15 Develop Collaborative Approaches to Research	a) Host a conference that will involve an entire Discipline.	Head of School Head of Discipline Religious Studies	Long Term
	b) Open the new whole- School Research Seminar to post-graduate research student participation and cross-College input.	Director of Research	Short Term
	c) Form dedicated research groups within the School, involving collaboration with other Schools.	Director of Research	Medium Term
	d) Create a staff research writing group, for sharing and advancing individual and collaborative research.	Director of Research	Short Term
	e) Find new ways for staff to share their research (blogs, evening events, book launches in the Reading Room, conference hosting).	Director of Teaching and Learning Postgraduate Director of Research Marketing Officer	Short and Medium Term
	f) Establish PGR 'work in progress seminars' on a more formal and regular basis.	Director of Research	Short Term
	g) Work with librarians to find new ways of publishing interdisciplinary research.	Director of Research	Medium Term
AP 16 Increase Number of Scholarships	Increase scholarship provision for PhD students by 20% through philanthropic fundraising	Director of External Relations Director of Teaching and Learning Postgraduate Director of Research	Long Term
Action - E	Sub-Action	Responsibility	Timeframe
AP 17 Create an Inclusive Culture	a) Create ongoing opportunities for staff reflections on and sharing of multi-disciplinary pedagogy.	Director of Undergraduate Teaching and Learning Director of Teaching and Learning Postgraduate	Short, Medium and Long Term

for Multi-Disciplinary Teaching and Learning	b) Develop co-teaching instances throughout the programme offerings.	Director of Undergraduate Teaching and Learning Director of Teaching and Learning Postgraduate	Medium-Long Term
	c) Enhance Dublin-Belfast curriculum linkages through staff exchange, hybrid teaching and Belfast-Dublin fieldtrips.	Director of Undergraduate Teaching and Learning Course Coordinators	Short Term
	d) Implement “Universal Design for Learning” workshops on pedagogy, as recommended by the Inclusive Curriculum Project.	Director of Undergraduate Teaching and Learning	Short Term
	e) Comprehensively review the UG Prizes, their conditions and restrictions. Develop a coherent strategy for Prizes based on essay competitions.	Director of Undergraduate Teaching and Learning	Short Term
AP 18 Create New Programme Pathways	a) Grow the multi-disciplinarity of our Undergraduate Programme in Religion by exploring and increasing Trinity Joint Honours combinations and pathways, in Religion or other possible new combinations across the School.	Director of Undergraduate Teaching and Learning	Medium Term
	b) Build more pathways from UG to PGT and PGR across the School (e.g. via Peace Studies elective/s, annual open event about PG for UG students, etc.)	Director of Undergraduate Teaching and Learning Director of Teaching and Learning Postgraduate	Long Term
	c) Review existing PGT offerings to develop greater cohesion across Religious Studies Masters offerings and develop future MPhil creation in PS and RS.	Working Group Director of Teaching and Learning Postgraduate	Medium-Long Term
	d) Re-develop the teaching of mediation and conflict resolution within the existing or future PG programmes by development of a mediation summer school based on Swiss model.	Working Group Director of Teaching and Learning Postgraduate	Medium Term
	e) Provide teaching opportunities for PhDs through continuing PS and new Religious Studies elective.	Director of Teaching and Learning Postgraduate	Short Term

Strategic Priority 3: Model Next-level Mutually Beneficial Civic Engagement

Action - C	Sub-Action	Responsibility	Timeframe
AP 19 Expand Internship Offerings	Expand local and global internship opportunities across all UG and PGT courses, with provision of adequate administrative support.	Course Coordinators Director of Global School Manager Admin Team	Short term
AP 20 Multiply Exchange Opportunities	Develop existing international connections and create additional new ones for student and staff exchange, in concert with Trinity Global.	Director of Global Global Engagement Office	Medium Term
AP 21 Hold Careers Days	Establish annual PG and UG Careers Days in the School with alumni/ae panels.	Director of Undergraduate Teaching and Learning Director of Teaching and Learning Postgraduate Admin Team TCD Careers office	Short term
Action - O	Sub-Action	Responsibility	Timeframe
AP 22 Nourish Existing and Build New Stakeholder Relationships	a) Create a new role of Director of External Relations for the School to work with stakeholders, internship sites, and alumni/ae to develop new (e.g. alums, NGOs) and deepen existing (e.g. CITI, Marino) relationships.	Head of School School Executive	Short Term
	b) Enhance conversation with the Loyola Trust, identifying and building upon emerging points of mission-related collaboration.	Head of School Director of Loyola	Short Term
	c) Renew engagement with the ISE Trust to explore synergies between the Trust School initiatives at grassroots level on the Island of Ireland and beyond.	Head of School Director of ISE	Short Term
AP 23 Strengthen Alumni/ae Involvement	a) Create a through-programme for alumni/ae, from matriculation to graduation to life-long learning and/or ongoing relationship-building with the School.	Director of External Relations	Medium Term
	b) Create a trans-national alumni/ae network for student mentoring and career development	Director of External Relations	Medium Term

		Director of Global Engagement	
	c) Engage alumni/ae in recruitment of students for our courses.	Director of External Relations	Medium Term
AP 24 Create Inviting, Hospitable, Inspiring Spaces	a) Refurbish basement and reorganize use of first-floor space to create more School-World meeting spaces. This will encompass a larger kitchen, a dining area and a cloakroom -- for hospitality for visitors to the School.	Buildings Committee School Manager Head of School	Medium-Long Term
	b) Develop our Building as a space for art and curated exhibitions related to our Disciplines.	Buildings Committee School Manager	Medium Term
Action - R	Sub-Action	Responsibility	Timeframe
AP 25 Develop Civic Engagement-rooted Research	Develop civic-engagement-rooted research and collaborations, at both School and College level.	Director of Research Director of External Relations	Medium Term
AP 26 Host Artists in residence.	Host at least one artist in residence every year.	Head of School, or their delegate	Short-term
Action - E	Sub-Action	Responsibility	Timeframe
AP 27 Undergraduate Field Trips to Belfast	Create programmed undergraduate fieldtrips to Belfast.	Director of Undergraduate Teaching and Learning Course Coordinators of BA and Conflict Resolution and Reconciliation	Medium Term
AP 28 Inclusive Curriculum Project.	Engage College policies and supports developed by the Inclusive Curriculum Project	Inclusive Curriculum Champion	Short, Medium and Long Term

AP 29 Improve the structured PhD	Develop more PGR modules for the structured PhD to include both resident and non-resident PhD students (hybrid and in-person).	Director of Teaching and Learning Postgraduate	Medium Term
---	--	--	-------------

Strategic Priority 4: Secure the School's Future

Action - C	Sub-Action	Responsibility	Timeframe
AP 30 Student recruitment	Undertake a massive student recruitment campaign in North America, in concert with Trinity Global.	Director of Global Marketing Office Heads of Discipline School Manager	Short Term
AP 31 Increase Course-specific Scholarship Funding for Global South	Double scholarship funding for students from so-called developing countries on the Contextual Theology and Interfaith Relations MPhil.	Course Coordinator CT&IR Director External Relations	Long Term
AP 32 Link to TDA	Work with TDA to create a mechanism for direct donation to the School's projects (e.g.: building expansion, new member of staff, outreach programmes with Sanctuary relationships).	Head of School School Manager	Medium Term
Action - O	Sub-Action	Responsibility	Timeframe
AP 33 Employ a Marketing Officer	Employ a Marketing Officer who, working with the relevant offices across College, will create Discipline-specific marketing strategies to increase student recruitment.	Head of School School Manager	Short Term
AP 34 Create Buildings Committee	Establish a Buildings Committee to oversee provision in Belfast and to optimize the use of the Dublin building post-renovation. Head of School to appoint Committee to include academics, professional staff and student rep	Head of School	Short Term
AP 35 School Website	Restructure the RTPS website to optimize student recruitment for all courses/pathways.	Marketing Officer Head of School	Short Term
AP 36	Create a Working Group on PGR Scholarship Fundraising in the SRTPS	Head of School	Medium Term

Increase PGR Scholarship Funding		Director of Teaching and Learning Postgraduate Director of External Relations	
AP 37 Resource Belfast Library	Find a donor/funding source for Belfast library and/or get College to take it on.	Head of School Director of External Relations School Manager	Long Term
AP 38 Implement Athena Swan Action Plan	Implement Athena Swan Action Points with the intent of successfully applying for Athena Swan Bronze renewal or Athena Swan Silver in 2026.	Director of EDI with EDI Champions EDI Committee	Long Term
Action - R	Sub-Action	Responsibility	Timeframe
AP 39 School Research Strategy.	Develop a School Research Strategy, with particular attention to EU funding architectures and non-EU and philanthropic sources	Director of Research	Short Term
AP 40 Create an Ethos of Grant-application	a) Hold an annual presentation for all staff on upcoming grant opportunities, led by Maureen Burgess, tailored to our School's research.	Director of Research	Short Term
	b) Invite presentations by grant-winners in our areas on an annual basis.	Director of Research	Medium Term
	c) Conduct annual grant-writing workshops tailored for our subjects.	Director of Research	Short Term
	d) Pool information for staff and PGR students by creating an inventory of resources.	Administrator Postgraduate	Short Term
	e) Support colleagues to apply for large-scale grants, such as Horizon Europe	Head of School Director of Research	Short Term and ongoing
AP 41 Online PGR.	Develop online learning re. research; assess possibilities for an online MLitt, and improve opportunities for distance PhD study.	Director of Teaching and Learning Postgraduate	Long Term
Action - E	Sub-Action	Responsibility	Timeframe
AP 42	a) Grow the BA Programme in Religion to an annual intake of 15 Single Hons. Students, 30TJH students and 5 Dual Degree students by 2028	Director of Undergraduate Teaching and Learning	Long Term

Consolidate the New BA	while maintaining the special emphases on the quality of staff-student interaction and convivial learning environment.	UG Committee (School) Aided by Marketing Officer	
	b) Devise and implement a strong review process of our BA Hons Religion, with input from international external reviewers, to help us examine and re-think the strengths and weaknesses of our programme in the context of recruitment, College architecture, programme content, staff workloads, student need, and progression throughout the degree	Director of Undergraduate Teaching and Learning UG Committee (School),	Short Term
	c) As part of the review process (b), re-examine our current BA programme module structure and offerings and pathways—particularly focused in Years 2 and 3. This will ensure that we’re offering a degree that both makes sense to staff in terms of possible progression and also one that addresses the desire for flexibility and choice in our student body.	Director of Undergraduate Teaching and Learning UG Coordinator	Short Term
	d) Examine how languages fit in the BA programme common architecture and devise clearer pathways for language learning for a variety of needs.	Head of Discipline Religious Studies	Short Term
	e) Co-ordinate recruitment materials with the Trinity Joint Honours and Dual Degree Offices.	Director of Undergraduate Teaching and Learning Marketing Officer	Short Term
	f) SEC to determine how our strengths in Religion, Ethics and Politics as a whole School might be utilized in the UG community to determine whether a specialization in this area (i.e.: concentration or New Minor Subject in Religion, Ethics, and Politics or further TJH Combinations) is feasible in the Undergraduate Common Architecture.	Head of School School Executive Committee Director of Undergraduate Teaching and Learning	Medium Term
	g) Respond to and integrate emerging College policies and discussions around Inclusivity (Gender, Race, Class, Sexuality, Disability, Age, Ethnicity), Decolonizing the Curriculum, and Climate and Biodiversity initiatives.	Director of Undergraduate Teaching and Learning Director of EDI EDI Champions Inclusive Curriculum Champion	Short Term, and ongoing

	h) Involve PS more at UG level across College through the provision of Trinity Elective(s) or other opportunities, via TEP.	Head of Discipline Peace Studies Director of Undergraduate Teaching and Learning	Medium Term
AP 43 Expand Our PGT Offerings	Create a Working Group to grow our offerings in the PGT space, including but not limited to:	Working Group -- constituted by HoS, to include DTLPG	Short Term
	a) Re-energise our existing MPhil courses through refreshed marketing.	Working Group Marketing Officer	Medium Term
	b) Develop new courses – Mediation Summer School for international professionals, Micro-credit offerings (aimed at specific markets, e.g. teachers), plus 2 new/reconfigured MPhil(s) at the intersection between the two Disciplines (e.g. Religion and Gender) and/or in a popular PGR space (e.g. Biblical Studies, Theology and Social Justice).	Working Group	Medium to Long Term
	c) Develop greater cohesion across Religious Studies Masters by encouraging more student mobility between offerings on the Catholic Theology and Contextual Theology & Interfaith Relations MPhils.	Working Group	Medium to Long Term
AP 44 Erasmus Joint Masters Degree	Pursue an Erasmus Joint Masters Degree proposal, e.g: with Caucasus University and Cyprus. This is a route to funding new staff (see AP13)	Head of School Head of Discipline – Peace Studies Director of Global Engagement	Medium Term