

Strategic Plan 2020-25 Community & Connection (including Board-approved revised actions/targets) - updated June 2022

1. We will foster an ever more diverse and inclusive student community.						Monitoring of Plan:	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	RAG Status	Notes
Area	Owner/Plan(s) per published S. Plan (square brackets)	Contact (named) - for internal purposes only	No.	Action/Target as stated in published Strategic Plan. By 2025 (unless otherwise stated):	Mission Components	Target Measure/KPI	Baseline	2021	January - June 2022	2023	2024	2025		
Student body	GRS3 (Global Relations Strategy 3)	Emma Stokes	1.1	Pursue strategies to ensure that by 2025, over 30% of our students will come from outside of Ireland, up from our 2016/17 baseline of 24%. [GRS3]	C, O, R, E	% Non-Irish students are over 30%	2016/17: 24%	2020/21: 24% Nov 21 indication: 28%	30%				Green	Amber RAG status changed to Green as registration data from November 2021 indicate we are back on track despite the ongoing COVID-19 pandemic
	SL (Senior Lecturer)	David Shepherd	1.2	Approve a new undergraduate admissions strategy by 2021 to spur on excellence by increasing the socio-economic and geographical diversity of the Irish students in the university. [SL]	C, O, E	New UG Admissions strategy approved	N/A	Discussions initiated with new College Officers regarding an overall university admissions strategy	The establishment of the new Data Analytics and Strategic Initiatives Unit (DAAS) Unit will assist the College Officers in developing an overall University admissions strategy				Red	Red Strategic Plan RAG status previously reported due to impact of possible College Officer changeovers on approving a new UG admissions strategy by end of 2021. This will form part of work being initiated for an overall admissions strategy
Access	TAP (Trinity Access Programmes)	Lisa Keane	1.3	More than double to 90 the students annually progressing from Further Education into programmes in Trinity by 2025, up from 40 in the 2016/17 baseline figures. [TAP]	C, O, E	No. of students from FE increased to 90	2016/17: 40	63 admitted and registered	70% of overall target of FET students progressed to undergraduate degrees in Trinity				Green	Green Strategic Plan RAG status as expect this target to be met by 2025
	TAP TA21 (Trinity Access Programmes)	Lisa Keane	1.4	Have had, by 2023, 100 school engagements under Trinity Access 21, with 20 of these being in-depth partnership (Leader schools) over 6 years and 80 of these being 1 to 3-year engagements in the Schools of Distinction award scheme (Network schools). [TAP, TA21]	C, E	No. of school engagements under TA21 are 100 (20 from Leader schools) and 80 from Network schools	N/A	97 school engagements in total (40 in depth and 57 one to three-year partnerships)	105 school engagements of which 40 are in-depth and 65 are one to three-year partnerships, including 8 new partnerships				Green	Green Strategic Plan RAG status as expect this target to be met by 2025
	AP (Access Programmes)	Lisa Keane	1.5	Increase access and ensure inclusivity. Students who have entered Trinity via the Trinity Access Programmes or the national HEAR and DARE schemes and other under-represented groups will make up 25% of our undergraduate population. [AP]	C, O, E	% UG students via TAP, HEAR & DARE students are 25%	N/A	23.5% at December 2021	25.3% of students admitted to undergraduate programmes as of June 2022				Green	Green Strategic Plan RAG status as this target has been met
Student Experience, Support & Services	- GRS3 (Global Relations Strategy 3); - D&I (Diversity & Inclusion); - TCDSU (TCD Students' Union)	Gerry Crawford	1.6	Ensure our diverse student community has access to state-of-the-art support with broader and more diverse catering offerings, including venues for preparing their own food. [GRS3; D&I; TCDSU]	C, O, E	Provision of more diverse catering offerings including venues for preparing food	N/A	Covid-19 has delayed implementing actions and update will be provided in 2022	Catering is continuously updating their food offers in all locations and responding to customer feedback. Their offers will be mindful of the diverse student and staff population and will provide whenever possible for dietary choices (vegan, dairy free etc). Catering will continue to work with student bodies to support areas where students can eat their own food.				Green	Green Strategic Plan RAG status as expect this target to be met by 2025
Equality, Diversity & Inclusion	D&I (Diversity & Inclusion)	Lorraine Leeson	1.7	Embed a culture of equality, inclusion, respect and dignity across all aspects of our operations to provide a foundation for the flourishing of all our students regardless of their background through instituting a robust Equality, Diversity and Inclusion strategy. [D&I]	C, O, E	New ED&I strategy approved	N/A	A working group is being established under Equality Committee to consult and inform drafting of the strategy, reporting as a standing item to the Committee.	An EDI governance landscape review, commissioned by College with experienced LERU EDI leads and led by Professor Galligan (TU Dublin), took place in Spring 2022, with a report due in June 2022. The consultation involved in this mapping process will assist the EDI strategy development				Green	Green Strategic Plan RAG status as expect this target to be met by 2025
Philanthropy	TDA (Trinity Development & Alumni)	Kate Bond	1.8	Expand the range of scholarships for the student body enabled by philanthropy. [TDA]	C, O, E	No. & types of student scholarships expanded	N/A	€3.8m raised for Scholarships in 2020/21: €1.3m in support of Provost PhDs, €1m from 3, and €0.8m from Haddad Foundation. In addition €2m was raised in support of the first annual Kinsella E3 Challenge Awards	The PhD Prendergast Challenge-Based Project Awards were launched in April 2022 which are philanthropically funded. €300k in support of PhD scholarships has also been raised since January 2021				Green	Green Strategic Plan RAG status as expect range of scholarships to be expanded under New Generations programme
Equality, Diversity & Inclusion	D&I (Diversity & Inclusion)	Lorraine Leeson	1.9	Engage the wider university community in empowering students with disabilities. [D&I]	C, O, E	Engagement with university community in empowering students with disabilities	N/A	Publication of Trinity Disability Service Strategic Plan 2020-25 has been completed	Disability Community Development and Engagement are the main focus at present. Work is ongoing to develop the Trinity disability Hub at Printing House Square into a dynamic, open, inclusive space available to people with disabilities from Trinity and the wider community. This is being done in partnership with the Trinity Ability Co-op/4th Level Disability Forum and other student partnerships to ensure the student voice is front and central in all student disability services.				Green	Green Strategic Plan RAG status as expect this target to be met by 2025. Disability Strategic Plan published. See: <a href="https://www.tcd.ie/disability/policies/s-trategic-plan/">https://www.tcd.ie/disability/policies/s-tragic-plan/</a>

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CPD/ Microcredentialing	- SL (Senior Lecturer); - AR (Academic Registry)	Ruth Pritchard (MC Project Manager) cc Patricia Callaghan	1.10	Develop and enact strategies, policies and procedures to enable more diverse and more flexible learning and programme delivery in the areas of continuous professional development and micro-credentialing, including a policy on prior accredited learning. [SL; AR]	C, O, E	CPD and micro-credentialing strategies, policies and procedures adopted and enacted	N/A	HCI micro-credentialing pilot programme commenced.	The pilot programme rollout is under way with a further 10 micro-credentials approved in this period. The continuing challenges for pilot implementation are associated with the novelty of micro-credentials, a difficult market environment in the aftermath of the pandemic and the only recently established full marketing strategy. As a result, take-up among learners has been low to date. In addition, a lack of system solutions for the efficient administration of micro-credentials and micro-credential learners has emerged as the most important obstacle to effective pilot implementation. Since technical solutions are only now being specified and are likely to provide short-term or minor improvements only, the risk status for the pilot is established as 'high'.				Red	Amber Strategic Plan RAG changed to Red due to concerns regarding requirement for investment in existing systems and lack of university, sectoral and EU-wide experience in this area

2. We will support a transformative student experience.										Monitoring of Plan:	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	RAG Status	Notes
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Staff : Student Ratio	- VPO (Vice-Provost's Office); - FSD (Financial Services Division); - DR (Dean of Research)	Orla Shells, Peter Reynolds	2.1	Reduce the student:staff ratio to 16:1 by 2025, from a 2017/18 baseline of 18:1. [VPO; FSD; DR]	O, E	16:1 student:staff ratio by 2025	2018/19: 18:1 2019/20: 19:1 2020/21: 18:1	Student:staff ratio for 2020/21: 18:1	Current student:staff ratio for 2021/22 now at 19:1				Red	Red Strategic Plan RAG status. Unexpected disruptive events such as the global pandemic, increasing inflation and the Ukraine war have negatively impacted on our resources and the ability to recruit. Consequently, the current overall student:staff ratio has increased to 19:1.				
Undergraduate Education	TEP (Trinity Education Project)	David Shepherd	2.2	Bring the undergraduate experience closer to the research postgraduate experience through the mainstreaming of Capstone Projects across all programmes by 2020. [TEP]	O, R, E	Capstone Projects mainstreamed across all projects	N/A	All programmes committed to all new entrant UG students having opportunity to complete 20 ECTS capstone project or equivalent during their course (some students will not complete this until 2022/23)	Target will have been achieved by end of 2022/23 academic year				Green	Green Strategic Plan RAG status as all programmes committed to all new entrant UG students having opportunity to complete 20 ECTS capstone project or equivalent during their course (some students will not complete this until 2022/23)				
Postgraduate Education	DGS (Dean of Graduate Studies)	Martine Smith	2.3	Fundamentally re-evaluate the student experience for both postgraduate taught and postgraduate research students and ensure that their bespoke needs are met. [DGS]	O, R, E	Successful implementation of a Postgraduate Renewal Programme with the necessary supports in place during the lifetime of the Programme.	N/A	<p><b>June 2020</b></p> <ul style="list-style-type: none"> <li>Project Manager appointed.</li> </ul> <p><b>June 2021</b></p> <ul style="list-style-type: none"> <li>EOG and Council approved a proposal presented by the Dean of Graduate Studies setting out the principles, governance, and high level indicative deliverables for a Postgraduate Renewal Programme, and the Programme proceeding to Stage 1: Consultation and Stage 2: Implementation Design.</li> </ul> <p><b>November 2021</b></p> <ul style="list-style-type: none"> <li>Pre-Consultation Phase with College community commenced (to conclude in January 2022) and will inform survey design.</li> <li>Programme Director assigned.</li> </ul>	<p><b>January / February 2022</b></p> <ul style="list-style-type: none"> <li>Consultation Phase with College community (academic and research staff, professional staff, PGR and PGT students) including online survey in which almost 2,000 responses received, student engagement activities at Trinity Centre at St James's Hospital and Tallaght Hospital.</li> </ul> <p><b>February / March 2022</b></p> <ul style="list-style-type: none"> <li>Programme's Work Packages established and initial meetings held</li> <li>Programme Sponsor and Director presented at principal College committees, as well as Faculty Executives and Heads of School Committee, and met with several annual Officers.</li> <li>Designed incremental approach to programme renewal across three horizons, aligned to a vision for postgraduate education at Trinity.</li> </ul> <p><b>March / April 2022</b></p> <ul style="list-style-type: none"> <li>Analysis of quantitative and qualitative data captured in survey</li> <li>Report write-up of findings for presentation to Council</li> <li>Drafted Work Programme for Horizon 1 (for delivery in 2022/23)</li> </ul> <p><b>May 2022</b></p> <p>Council approved:</p> <ul style="list-style-type: none"> <li>Incremental approach to programme delivery over three horizons</li> </ul>				Green	Green Strategic Plan RAG status as completion of Consultation and Design Implementation Phase on time.				

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Student Experience, Support & Services	CSD (Corporate Services Division)	Breda Walls - email sent to COO & Eimear Farrell for all CSD actions/targets	2.4	Grow the quality and capacity of student services in line with the growth of the student body and increase health and well-being services for students. [CSD]	O, E	Growth of quality and capacity of student services achieved	N/A	6 additional staff approved in Academic Registry. New AR Faculty Liaison Officers approved (3). Additional Mental Health funding from Government has enabled a small increase in support resources. Heavier reliance on Online and Group supports to address burgeoning demand for mental health supports.	2021/22 improvements to date include: <ul style="list-style-type: none"> <li>Faculty Liaison Officers appointed</li> <li>Support Hub established at Halls</li> <li>Day Nursery refurbished</li> <li>Admissions reporting hub built (Tableau)</li> <li>Student centre opened in Hamilton</li> <li>New furniture in all Zón Mac Léinn spaces</li> <li>Sensory spaces created in Libraries</li> <li>Expanded Postgraduate orientation</li> <li>Online Module Enrolment (OME) transitioned to Academic Registry</li> <li>Contracted Inspire (EAP) provider for peak time support</li> </ul>				Amber	Amber Strategic Plan RAG status due to funding availability for student services particularly as expected from Covid-19 impact. Recommend KPI to track spend per student on key services
	TEP (Trinity Education Project)	Orla Bannon	2.5	Enhance the student experience through increased engagement with career and personal development activities. [TEP]	C, E	Increased student engagement with career and personal development activities achieved	N/A	Rapid transition to hybrid delivery of all services, events, class sessions, and mentoring, award and leadership programmes with high levels of student attendance, engagement and satisfaction.	Increased in-person engagement with students and two new blended modules launched on Careers, Employability and Work-based Learning for PhD students in January 2022. Renewed focus on enterprise engagement linked to the rapidly changing and growing graduate labour market.				Green	Green Strategic Plan RAG status as expect to enhance student experience per this action by 2025
	ST (Senior Tutor)	Gerry Whyte	2.6	Develop the Tutorial system for undergraduate students, increasing the number of College Tutors and reducing the size of their student chambers. [ST]	O, E	No. of College Tutors increased, size of chambers decreased	2018/19: 306	Number of tutors: 310. 2022: The impact of COVID seen also in number of Tutor resignations in 2021, with reports of heavy workload and family caring responsibilities. Resignations 36 but new recruits 40 so still some growth but not hitting target of 330. Listed Tutors 310 with usual number of short term leaves	Number of tutors: 268 (with a further 6 giving notice to cease at the end of 2021/22). 2022: The reasons for the declining numbers include increased departmental administrative commitments, increased workloads both quantitatively and complexity of cases and from the impact of COVID.				Amber	Green Strategic Plan RAG status changed to Amber due to decrease in number of tutors.  Tutor targets as follows: - 2021: 310 - 2022: 330 - 2023: 350 - 2024: 370 - 2025: 400
	-TEP (Trinity Education Project); -CSD (Corporate Services Division)	Patrick Magee - email sent to COO & Eimear Farrell for all CSD actions/targets	2.7	Mainstream seamless online module registration, enrolment and subsequent integrated information for all students. [TEP; CSD]	O, E	Online module registration in place	2019/20: online module registration available for Trinity Electives and Approved Modules only	Initial planning to facilitate HCI micro-credentialing project in Sep-21 conducted	Online Module registration and enrolment available to all undergraduate students on programmes that are a part of the TEP Common Undergraduate Architecture, including Trinity Electives, Pathway Options, New Minor Subjects, Core Optional Modules and Designated Open Modules. Integration of the information is available for students through presentation of only valid options for that student, with links to module descriptors				Amber	Amber Strategic Plan RAG status due to lack of funding or sponsorship availability to extend module-level self-service registration for other students, including HCI and PGT students.
Infrastructure (physical & digital)	-ES (Estates Strategy); -LS (Library Strategy)	Eleanor Denny	2.8	Open more casual student spaces and informal learning spaces to support increased student time on campus by, for example, renovating the 1937 Reading Room as a dedicated full access postgraduate student space. [ES; LS]	O, E	Opening of more casual student spaces and renovation of 1937 Reading room	N/A	i. Rewiring of 1937 Reading Room completed ii. BOI space in Hamilton now used for student facing activities	Works to improve the electrical infrastructure in the 1937 Reading Room were completed in late summer 2021. Plans for universal access improvements are underway with early feasibility study complete. Plans are in progress to move to detailed feasibility study with tendering before end of 2022. Subject to all approvals including planning, works should begin in Q3 2023.				Green	Green Strategic Plan RAG status as rewiring of 1937 Reading Room completed in September 2021 and former Bank of Ireland space in the Hamilton has been converted to student use.
	-ES (Estates Strategy); -TCDSU (TCD Students' Union)	Eleanor Denny	2.9	Open Printing House Square in 2021, providing 250 more student beds and a student welfare centre. [ES; TCDSU]	O	Opening of Printing House Square	N/A	Project has continued to be delayed via contractor and impact of the pandemic	Printing House Square due to be completed in the summer of 2022, with occupation in the months following. Continuing contractor disputes puts the programme in an unpredictable position				Red	Red Strategic Plan RAG status as Printing House Square is due to open in Q2 2022; delayed due to contractor difficulties
Student Experience, Support & Services	-DS (Dean of Students); -TCDSU (TCD Students' Union)	Catherine McCabe	2.10	Work with the Students' Union to augment the Accommodation Advisory Service. [DS; TCDSU]	O	Augmentation of the Accommodation Advisory Service	N/A	On target	On target				Green	Green Strategic Plan RAG status as expect to work with TCDSU to augment Accommodation Advisory Service by 2025
	DS (Dean of Students)	Catherine McCabe	2.11	Introduce robust procedures for addressing issues that arise from student surveys, including the Irish Survey of Student Engagement and International Student Barometer. [DS]	O, E	Evidence that Schools review and report on the Action Plans to respond to issues arising from student surveys as part of Annual Faculty Quality Reports	N/A	On target	On target				Green	Green Strategic Plan RAG status as procedures especially regarding Annual Faculty Quality Reports have been introduced

3. We will practice next-generation teaching and learning.	Monitoring of Plan:	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	RAG Status	Notes
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Undergraduate Education	TEP (Trinity Education Project)	David Shepherd	3.1	Embed and mainstream the innovations of the Trinity Education Project (including Electives, Pathways, Capstone Projects, and the supporting structures of a fixed timetable). [TEP]	C, O, E	Mainstreaming of TEP innovations including structures of fixed timetable	N/A	Most innovations of TEP now mainstreamed and review of progress on the fixed timetable has been initiated	Review of fixed timetable completed and actions resulting to be agreed by SL, VPCAO and CTU in June 2022				Green	Green Strategic Plan RAG status as expect TEP to be fully mainstreamed by 2025
Student Experience, Support & Services	- TEP (Trinity Education Project); - TT&L (Trinity Teaching & Learning)	Patricia Callaghan. Senior Lecturer for strengthening Partners in Learning approach	3.2	Strengthen our Partners in Learning approach with our students and develop a new Curriculum Hub to provide a centre for continuous pedagogical renewal. [TEP; TT&L]	O, E	Development of new Curriculum Hub	N/A	Curriculum Hub on target to be developed provided it receives EOG, Council and Board support	A suite of interactive resources for course development and proposals have been developed and deployed. Academic Practice continues to work in partnership with students, through internships and research outputs.				Amber	Green Strategic Plan RAG status changed to Amber as a decision on the establishment of a Curriculum Hub has not been taken as of yet.
Student body	- LSDP (Law School Development Plan); - GRS3 (Global Relations Strategy 3)	Emma Stokes and Martine Smith	3.3	Increase the number of postgraduate students and pursue strategies that will see Trinity's student profile shift to more than 30% postgraduate by 2025. [LSDP; GRS3]	O, R, E	30%+ students in Trinity are Postgraduate students	2017/18: 28%	29% in 2020/21 November 21 indication: 29%	29.6% in 2021/22				Green	Green Strategic Plan RAG status as profile is currently 29.6% even with Covid-19 impact.
Postgraduate Education	DGS (Dean of Graduate Studies)	Martine Smith	3.4	Meet this changing student profile, within the lifetime of this Strategic Plan, by instituting a major and systemic renewal of all facets of postgraduate education. [DGS]	O, R, E	Successful implementation of a Postgraduate Renewal Programme with the necessary supports in place during the lifetime of the Programme.	N/A	<p><b>June 2020</b></p> <ul style="list-style-type: none"> <li>Project Manager appointed.</li> </ul> <p><b>June 2021</b></p> <ul style="list-style-type: none"> <li>EOG and Council approved a proposal presented by the Dean of Graduate Studies setting out the principles, governance and high level indicative deliverables for a Postgraduate Renewal Programme, and the Programme proceeding to Stage 1: Consultation and Stage 2: Implementation Design.</li> </ul> <p><b>November 2021</b></p> <ul style="list-style-type: none"> <li>Pre-Consultation Phase with College community commenced (to conclude in January 2022) and will inform survey design</li> <li>Programme Director assigned.</li> </ul>	<p><b>January / February 2022</b></p> <ul style="list-style-type: none"> <li>Consultation Phase with College community (academic + research staff, professional staff, PGR + PGT students) including on-line survey in which almost 2,000 responses received, student engagement activities at Trinity Centre at St James's Hospital, and Tallaght Hospital.</li> </ul> <p><b>February / March 2022</b></p> <ul style="list-style-type: none"> <li>Programme's Work Packages established and initial meetings held</li> <li>Programme Sponsor and Director presented at principle College committees, as well as Faculty Executives and Heads of School Committee, and met with several annual Officers.</li> <li>Designed incremental approach to programme renewal across three horizons, aligned to a vision for postgraduate education at Trinity.</li> </ul> <p><b>March / April 2022</b></p> <ul style="list-style-type: none"> <li>Analysis of quantitative and qualitative data captured in survey</li> <li>Report write-up of findings for presentation to Council</li> <li>Drafted Work Programme for Horizon 1 (for delivery in 2022/23)</li> </ul> <p><b>May 2022</b></p> <ul style="list-style-type: none"> <li>Council approved:</li> <li>Incremental approach to programme delivery over three horizons</li> </ul>				Amber	Green RAG status amended to Amber as this action is part of Postgraduate Renewal Programme but has critical co-dependencies on: <ul style="list-style-type: none"> <li>investment to develop SITS (DTS)</li> <li>the required resources to successfully deliver the Postgraduate Renewal Programme.</li> </ul>
	DGS (Dean of Graduate Studies)	Martine Smith	3.5	Develop a suite of new postgraduate taught modules and courses across schools and faculties. [DGS]	O, R, E	Development of new PGT modules/courses	N/A	24 new PGT courses approved in 2020/21 and 24 micro-credentials approved for delivery in 2021/22.	10 new PGT courses approved in 2021/22 and 5 micro-credentials approved for delivery in 2022/23 <a href="https://www.tcd.ie/teaching-learning/academic-affairs/course-development/course-proposals/postgraduate/pg-2122.php">https://www.tcd.ie/teaching-learning/academic-affairs/course-development/course-proposals/postgraduate/pg-2122.php</a>				Amber	Amber Strategic Plan RAG status as new PGT suite of courses expected by 2025 has critical co-dependencies on development of: <ul style="list-style-type: none"> <li>SITS (DTS)</li> <li>a professional and coordinated marketing strategy for the College</li> </ul>

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	DGS (Dean of Graduate Studies)	Martine Smith	3.6	Fundamentally renew our structured Ph.D. programme. [DGS]	O, R, E	Successful implementation of a Postgraduate Renewal Programme with the necessary supports in place during the lifetime of the Programme.	N/A	<p><b>June 2020</b></p> <ul style="list-style-type: none"> <li>Project Manager appointed.</li> </ul> <p><b>June 2021</b></p> <ul style="list-style-type: none"> <li>EOG and Council approved a proposal presented by the Dean of Graduate Studies setting out the principles, governance, and high level indicative deliverables for a Postgraduate Renewal Programme, and the Programme proceeding to Stage 1: Consultation and Stage 2: Implementation Design.</li> </ul> <p><b>November 2021</b></p> <ul style="list-style-type: none"> <li>Pre-Consultation Phase with College community commenced (to conclude in January 2022) and will inform survey design</li> <li>Programme Director assigned.</li> </ul>	<p><b>January / February 2022</b></p> <ul style="list-style-type: none"> <li>Consultation Phase with College community (academic + research staff, professional staff, PGR + PGT students) including on-line survey in which almost 2,000 responses received, student engagement activities at Trinity Centre at St James's Hospital and Tallaght Hospital.</li> </ul> <p><b>February / March 2022</b></p> <ul style="list-style-type: none"> <li>Programme's Work Packages established and initial meetings held</li> <li>Programme Sponsor and Director presented at principle College committees, as well as Faculty Executives and Heads of School Committee, and met with several annual Officers</li> <li>Designed incremental approach to programme renewal across three horizons, aligned to a vision for postgraduate education at Trinity.</li> </ul> <p><b>March / April 2022</b></p> <ul style="list-style-type: none"> <li>Analysis of quantitative and qualitative data captured in survey</li> <li>Report write-up of findings for presentation to Council</li> <li>Drafted Work Programme for Horizon 1 (for delivery in 2022/23)</li> </ul> <p><b>May 2022</b></p> <p>Council approved:</p> <ul style="list-style-type: none"> <li>Incremental approach to programme delivery over three horizons</li> </ul>				Amber	Amber Strategic Plan RAG status as this action is part of Postgraduate Renewal Programme but has critical co-dependencies on: <ul style="list-style-type: none"> <li>investment to develop SITS (DTS)</li> <li>the required resources to successfully deliver the Postgraduate Renewal Programme</li> </ul>
Infrastructure (physical & digital)	Trinity East	Mark Bennett (previously Diarmuid O'Brien)	3.7	Develop substantial new capacity for postgraduate research space in our ambitious Trinity @ Grand Canal Quay development on the TTEC site. [T@GCQ]	C, O, R	Inclusion of new PGR space in Trinity East masterplan	N/A	Updates on Trinity East to be provided at next report	Trinity East masterplan is undergoing a strategic review to ensure it meets the current and future needs of the university. The provision of PGR space and activity on the campus remains an important aspect of the project.				Green	The strategic review includes options to use existing space available in Trinity East for postgraduate research purposes, including those of E3.
	Trinity Teaching & Learning (formerly DTS: Digital Transformation Strategy)	Patricia Callaghan	3.8	Implement a full-spectrum digital learning strategy by 2022. [DTS]	O, E	Implementation of digital learning strategy by 2022	N/A	A research project is completed and a report ready for discussion	This project is stalled until funding for digital infrastructure is secured. However, a range of pedagogical supports has been developed to support academic staff in the delivery of online/blended education.				Amber	Green Strategic Plan RAG status changed to Amber as action will not expect to be completed by 2022 target timeline.
Postgraduate Education	TG (Tangent)	Ken Finnegan	3.9	Offer, through Tangent, our student entrepreneurship centre, new specialised entrepreneurship modules for postgraduate students. [TG]	O, R, E	No. of new entrepreneurship Tangent modules	N/A	Current development of HCI-related short courses	Multi-annual HEA-Springboard funding secured for 5 postgraduate courses in innovation and entrepreneurship.				Green	Green Strategic Plan RAG status as expect to offer new PG modules including those developing out of HCI project.
Student Experience, Support & Services	TG (Tangent)	Ken Finnegan	3.10	Mentor, through Tangent, 3,500 students in new venture ideas by 2022. [TG]	C, R, E	3,500 students mentored by Tangent by 2022	N/A	3,133 students mentored since start of Strategic Plan period (2020)	3,570 students mentored since start of Strategic Plan period (2020).				Green	Green Strategic Plan RAG status as target now met
Infrastructure (physical & digital)	DTS (Digital Transformation Strategy)	Patrick Magee - email sent to COO & Eimear Farrell for all CSD actions/targets	3.11	Develop new support technologies and an enhanced Learning Management System by 2023 supporting our learners whether on or off-campus. [DTS]	O, E	Development of enhanced Learning Management System by 2023	N/A	Please see note	New support technologies introduced to support the pivot to Emergency Remote teaching and learning during the pandemic of 2020 - 2022. Preparation of required tender document for key elements of the learning management eco-system completed. Engagement with the College community on the required features of a new Learning Management System has commenced.				Amber	Budget for replacement work is not provisioned. Dependency on the requirements arising from definition of a full spectrum digital learning strategy and establishing the nature of learners to be accommodated required.
Staff	TT&L (Trinity Teaching & Learning)	Patricia Callaghan	3.12	Increase, as part of the Continuous Professional Development Framework for academic staff, the number of graduates from the Special Purpose Certificate in Academic Practice by 30%. [TT&L]	O, E	30% increase in graduates	24 graduates in 2019 (30% increase results in target of 31)	-35 graduates in 2019/20 -28 graduates in 2020/21	This objective is on target to reach a 30% increase by 2025, mainly as a result of the pivot to online and the need for digital development for all academic staff. There were 16 staff graduates in 2021/22 as during the pandemic and into 2021/22, staff focused on attaining digital skills in pedagogy and assessment and numbers taking the SP for credit fell. It is expected that participation will increase again in 2022/23.				Green	Green Strategic Plan RAG status as expect to reach the 30% increase target by 2025 (there were already 35 in 2019/20)

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Partnerships/ Alliances	RG (Registrar)	Neville Cox	3.13	Deepen Trinity's strategic alliance with Marino Institute of Education. [RG]	O, R, E	Extending existing programmes or initiating new ones with MIE	N/A	Increase from 80 (2018/19) to 88 (2020/21) students on the International Foundation Programme. New Registrar has met with Marino representatives and will have one-to-one meeting with Director regarding deepening alliance	Currently in the process of establishing a curricular sub-committee to report to the Associated Colleges Degree Committee (ACDC) and to discuss 'big picture' issues in terms of educational offerings offered by both institutions.				Green	Green Strategic Plan RAG status as development of alliance with MIE expected by 2025
	RG (Registrar)	Neville Cox	3.14	Develop Trinity's strategic relationship with the Royal Irish Academy of Music. [RG]	O, R, E	Extending existing programmes or initiating new ones with RIAM	N/A	New Registrar has met with RIAM representatives with a view to exploring new possibilities regarding course development at both undergraduate & postgraduate level	Currently in the process of establishing a curricular sub-committee to report to the Associated Colleges Degree Committee (ACDC) and to discuss 'big picture' issues in terms of educational offerings offered by both institutions.				Green	Green Strategic Plan RAG status as development of alliance with RIAM expected by 2025
Staff	Associate Dean of Civic Engagement and Social Innovation - formerly Dean of Students - formerly Registrar	Jo-Hanna Ivers	3.15	Implement procedures to recognise civically-engaged teaching. [RG]	C, E	Implementation of procedures to recognise civically-engaged teaching	N/A	Trinity Awards delivered on target for students and staff	Currently focused on understanding 'existing conditions' for civic engagement and teaching for HEIs and engaging with national partners, peer institutions and key individuals within Trinity. As we move to the next phase, the goal is to convene a Rapid Response Committee for Engagement (including but not limited to teaching and learning) whose purpose will be to draft a standalone College Strategy for Engagement and Social Innovation in Research and Teaching & Learning				Green	Green Strategic Plan RAG status as this will be effected through the Trinity Civic Engagement Awards
Undergraduate Education	TJH (Trinity Joint Honours)	Graeme Murdock - email not sent as this target has now been achieved	3.16	Welcome students to at least ten new Trinity Joint Honours programmes by 2022. [TJH]	E	10 new Joint Honours programmes.	2020: 0	23 new Joint Honours programmes introduced	N/A as target has been achieved				Green	Green Strategic Plan RAG status as 23 new TJH programmes have been introduced by year-to-date 2021 far exceeding the target of 10.

4. We will stand up for research, its quality and impact.										Monitoring of Plan:			Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	RAG Status	Notes
Area	Owner/Plan(s) per published S. Plan (square brackets)	Contact (named) - for internal purposes only	No.	Action/Target as stated in published Strategic Plan. By 2025 (unless otherwise stated):	Mission Components	Target Measure/KPI	Baseline	2021	January - June 2022	2023	2024	2025	RAG Status	Notes						
Research	DR (Dean of Research), VP/CAO (formerly Faculty of Arts, Humanities & Social Sciences, Faculty of Engineering, Mathematics & Science, FHS (Faculty of Health Sciences)	Orla Sheils, Wolfgang Schmitt	4.1	Increase academic staff by approximately 200 to enhance research excellence across the university. [DR, FAHSS; FEMS; FHS]	O, R, E	Increase of academic staff by approximately 200 (i.e. 1,127 by 2025)	December 2019: 927 academic staff	Per HR dashboard May 2021: 949 academic staff (increase of 22 since 2019)	Per HR dashboard May 2022: 972 academic staff (increase of 45 since 2019)				Red	Red Strategic Plan RAG status because lack of sustained national investment and impacts of Covid-19, increased inflation and Ukraine war has impacted funding availability to recruit additional staff numbers.						
Staff	LRES (Living Research Excellence Strategy)	Wolfgang Schmitt	4.2	Target strategic hires in key areas of research excellence and impact. [LRES]	C, O, R	No. of strategic hires	N/A	See Notes section	No change				Red	Red RAG Status as there is a deficiency of funding and space for such recruitment. There are also infrastructural limitations. Any increases in academic staff can currently only be achieved through programmes such as the SFI Prof programme, SALI Chairs, European Research Council grants, etc. Consideration should be given to the inclusion of this activity in the Philanthropic Campaign and the redevelopment of the space at Trinity East.						
	LRES (Living Research Excellence Strategy)	Antoinette Quinn - email sent to COO & Eimear Farrell for all CSD actions/targets	4.3	Continuously improve our processes around hiring and retention of high calibre staff so we can ensure that we continue to attract and keep the very best researchers and research support personnel. [LRES]	O, R, E	Improvement of staff hiring and retention processes	N/A	Please see note	Research recruitment resource approved in principle but no funding provided to support this. However, research roles continue to be advertised with the support of the resourcing team with over 100 roles being advertised thus far in 2022. The focus from the end of 2021 to date has been on the development of a research nomination process. Open, transparent and Merit-based (OTM) recruitment process approach will be developed in 2022. Implementation will depend on the engagement and acceptance by stakeholders of the approach and sufficient resources being allocated.				Amber	2021/22 resourcing needs to be in place to be in line with achievement of Athena Swan for HR						

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Philanthropy	TDA (Trinity Development & Alumni)	Kate Bond	4.4	Secure philanthropic support through the Inspiring Generations Campaign for key research positions. [TDA]	C, O, R	Securing philanthropic support for key research positions	N/A	TDA has transferred €9.5m to research accounts in the past 2 years	TDA continues to work with academics to develop philanthropically attractive research proposals. €1m has been transferred to Research Projects in the year to date. CRH Chair in Climate Science set up in 2021/22				Green	Green Strategic Plan RAG status as action expected to result in funding for key research positions by 2025
Postgraduate Education	DGS (Dean of Graduate Studies)	Martine Smith	4.5	Institute a major and systemic renewal of all aspects of doctoral education in Trinity to ensure the distinctive character of that education as a holistic concept in which doctoral students receive a diversity of cutting-edge skills training to complement their research. [DGS]	O, R, E	Successful implementation of a Postgraduate Renewal Programme with the necessary supports in place during the lifetime of the Programme.	N/A	<p><b>June 2020</b></p> <ul style="list-style-type: none"> <li>Project Manager appointed.</li> </ul> <p><b>June 2021</b></p> <ul style="list-style-type: none"> <li>EOG and Council approved a proposal presented by the Dean of Graduate Studies setting out the principles, governance, and high level indicative deliverables for a Postgraduate Renewal Programme, and the Programme proceeding to Stage 1: Consultation and Stage 2: Implementation Design.</li> </ul> <p><b>November 2021</b></p> <ul style="list-style-type: none"> <li>Pre-Consultation Phase with College community commenced (to conclude in January 2022) and will inform survey design</li> <li>Programme Director assigned.</li> </ul>	<p><b>January / February 2022</b></p> <ul style="list-style-type: none"> <li>Consultation Phase with College community (academic + research staff, professional staff, PGR + PGT students) including on-line survey in which almost 2,000 responses received, student engagement activities at Trinity Centre at St James's Hospital and Tallaght Hospital.</li> </ul> <p><b>February / March 2022</b></p> <ul style="list-style-type: none"> <li>Programme's Work Packages established and initial meetings held</li> <li>Programme Sponsor and Director presented at principle College committees, as well as Faculty Executives and Heads of School Committee, and met with several annual Officers</li> <li>Designed incremental approach to programme renewal across three horizons, aligned to a vision for postgraduate education at Trinity.</li> </ul> <p><b>March / April 2022</b></p> <ul style="list-style-type: none"> <li>Analysis of quantitative and qualitative data captured in survey</li> <li>Report write-up of findings for presentation to Council</li> <li>Drafted Work Programme for Horizon 1 (for delivery in 2022/23)</li> </ul> <p><b>May 2022</b></p> <ul style="list-style-type: none"> <li>Council approved:</li> <li>Incremental approach to programme delivery over three horizons</li> </ul>				Amber	Amber Strategic Plan RAG status as this action is part of Postgraduate Renewal Programme but has critical co-dependencies on: <ul style="list-style-type: none"> <li>Investment to develop STS (DTS)</li> <li>the required resources to successfully deliver the Postgraduate Renewal Programme</li> </ul>
Staff	LRES (Living Research Excellence Strategy)	Wolfgang Schmitt	4.6	Provide structured and sustained support to Early Career Researchers such as postdoctoral and research fellows and work to integrate them more fully into the life of the campus. [LRES]	O, R, E	There is a single point of access for all research-related training and upskilling. Increased numbers of Early Career Researchers. Trinity secures HRS4R badging	N/A	The Dean of Research has assigned an Associate Dean of Research to develop a platform for early career researchers.	An Associate Dean of Research is currently engaging with HR to improve the overall experience for this cohort. Work is underway in the office of the Dean of Research to develop a virtual 'academy' to provide a centralised information hub for postdoctoral and research staff.				Amber	Amber Strategic Plan RAG status as HR capacity required to support all members of the research community. Further discussion required
Public Engagement, Research	- LRES (Living Research Excellence Strategy); - PAC (Public Affairs & Communications)	Wolfgang Schmitt	4.7	Become a world leader in how we communicate research and its impact to our multiple audiences. [LRES; PAC]	C, R	New or enhanced research communication actions or programmes	N/A	- The Office of the Dean of Research is networked into Europe and linked to EU communications experts through European Researcher Night activities etc - PAC has launched project to highlight 100 researchers as part of a significant social media campaign lasting from May 2021 to late 2022	The Office of the Dean of Research has expanded European Researchers' Night activities for 2022/23 with additional Irish partners brought on board.				Green	Green Strategic Plan RAG status as expect to continue implementing actions on communication in LRES
	TLRH (The Long Room Hub)	Eve Patten	4.8	Host public research events around the campus or virtually, including more than 1,000 in the 2020 to 2025 period in the Trinity Long Room Hub. [TLRH]	C, R	1,000+ public research events	N/A	195 mostly online research events hosted in the period September 2020 - 24 November 2021	104 mostly online/hybrid events took place between January and June 2022				Green	Green Strategic Plan RAG status as expect to reach target of 1,000 events up to 2025
	LRES (Living Research Excellence Strategy)	Wolfgang Schmitt	4.9	Systematically present policy-relevant research to decision-makers through a host of seminars and workshops. [LRES]	O, R, E	No. of seminars/workshops presenting policy-relevant research	N/A	The Office of the Dean of Research is piloting a Research Impact Unit	Research Impact Unit continues to develop and host seminars and workshops for internal and external stakeholders.				Green	Green Strategic Plan RAG status as expect to develop & execute plans to present policy-relevant research up to 2025
	- LRES (Living Research Excellence Strategy); - FAHSS (Faculty of Arts, Humanities & Social Sciences)	Wolfgang Schmitt	4.10	Leverage Trinity's central location in an EU capital city as a focus for social science research and outreach activities, bringing research impact and an evidence base to vital policy debates on growth, equality ethics and Ireland's position in a changing world. [DR; FAHSS]	C, R, E	No. of social science research and outreach activities held between 2020-25	N/A	The Office of the Dean of Research piloted a Research Impact Unit and co-funded two Impact Officers.	Plans to establish a research institute in the social sciences are at an advanced stage.				Green	Green Strategic Plan RAG status as expect to focus on social science research/outreach up to 2025

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Staff	CT (CONSULT Trinity)	Leonard Hobbs	4.11	Further develop and support academic consultancy across the disciplines via CONSULT Trinity. [CT]	C, O, R	Overhead income generated to support the two resources as this is a proxy for PI engagement. Target then is ~€1m		€407k income earned by CONSULT Trinity unit  Targets: - 2022: €800k - 2023: €900k - 2024: €1,000k	€485k consultancy income in the 2021/22 financial year to date (01/10/21 to 13/05/22), which is more than twice the 2020/21 rate				Green	The two Consult posts were approved for three year periods on 29/10/21, based on the unit's ability to self-fund with a 15% overhead.  CONSULT has undergone a number of staff changes with a new Consultancy Officer hired and onboarded in March 2022. The Consultancy Development Manager is currently on maternity leave. The role has been filled internally for a period and recruitment efforts are ongoing.
Research	- LRES (Living Research Excellence Strategy); - LS (Library Strategy)	Wolfgang Schmitt	4.12	Lead on Open Scholarship and promote Open Access publication. [LRES; LS]	C, O, R	Continued actions on Open Scholarship and Open Access publication	N/A	Trinity has co-ordinated input into the consultation on the NORF (the National Open Research Forum) landscape document. The IReL consortium, of which Trinity is a member, is negotiating Transformational Deals with publishers under the LIBER principles. The Dean of Research has assigned an Associate Dean of Research with responsibility for this space.	An Associate Dean of Research has been tasked with leading on Open Scholarship in Trinity and has conducted a College-wide consultation process in response to the draft National Action Plan on Open Research and continues to engage with external stakeholders on these issues.				Green	Green Strategic Plan RAG status as Trinity is on track to lead on Open Scholarship and Open Access.
Infrastructure (physical & digital)	- ES (Estates Strategy); - LS (Library Strategy)	Eleanor Denny	4.13	Create a new Research Collections Study Centre in the Old Library, opening up the unique and distinct collections to postgraduate research and visiting researchers in new ways. [ES; LS]	O, R	Opening of Research Collections Study Centre	N/A	Included as part of the OLRP that continues to progress in terms of design development	As part of the Old Library Redevelopment Project, this work will go to tender in 2023 following a Board approved pause				Green	Green Strategic Plan RAG status as Research Collections Study Centre and OLRP project was approved by Board in May 2021.
Industry Engagement	TR&I (Trinity Research & Innovation)	Leonard Hobbs	4.14	Put in place an Industry Advisory Board by 2021. [TR&I]	O, R	Establishment of Industry Advisory Board	N/A	TR&I are liaising with Academic Secretary/Director of Careers Advisory Service on 'Enterprise Engagement' and will therefore delay set up of this advisory board to the first half of 2022	Establishment of the proposed chair of the Board was approved by the Provost on 23/05/22 and a shortlist of candidates has been reviewed				Amber	Red Strategic Plan RAG status changed to Amber. The list of board members will be selected from the Provost-approved shortlist with the approved chair appointed in June - the first meeting of the Industry Advisory Board will be scheduled for September 2022
Research	LRES (Living Research Excellence Strategy)	Wolfgang Schmitt	4.15	Consolidate the position of our Trinity Research Institutes and collaborate with SFI Centres to optimise mutual opportunities through AMBER, ADAPT and CONNECT. [LRES]	C, O, R, E	Regular monitoring and planning of collaborations of the TRIs	N/A	Amber and CRANN are closely aligned and in 2021 they worked to maximise funding opportunities. ADAPT continues to work with the LRH on digital projects and in the Postgraduate space. ADAPT also collaborated with TIMI and TBSI in the digital health area. EDGE is Marie Skłodowska-Curie COFUND Action, led by Trinity which is supported by 3 research centres: AMBER, ADAPT & CONNECT and supports a number of researchers across the TRIs.	Dean of Research is working with a number of stakeholders across College including TR&I, Tangent, AMBER and CONNECT to explore research collaboration opportunities in the field of quantum computing.				Green	Green Strategic Plan RAG status as expect to continue plans to work and collaborate through SFI centres and TRIs
	LRES (Living Research Excellence Strategy)	Wolfgang Schmitt	4.16	Stand up for research and its people through systematic lobbying for increased national funding for investigator-led research across the disciplines, increased stipends for funded Ph.D. researchers, a balanced research ecosystem and a more sustainable rate of overhead return on research. [LRES]	C, O, R, E	Lobbying actions taken through Research Charter/LRES	N/A	Allocation of €8.24m secured under "HEA Support for Covid-19 related Research Costed Extensions" governmental funding completed (at September 2021)	A further allocation of €1.6m was secured from the HEA for Covid-related costed extensions. This has now been allocated and distributed to researchers.				Amber	Amber Strategic Plan RAG status due to expected impact of Covid-19 on research, including on funding and activity levels

5. We will shape our organisation and focus research around the challenge of achieving a sustainable and healthy planet.														Monitoring of Plan:		Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	RAG Status	Notes
Area	Owner/Plan(s) per published S. Plan (square brackets)	Contact (named) - for internal purposes only	No.	Action/Target as stated in published Strategic Plan. By 2025 (unless otherwise stated):	Mission Components	Target Measure/KPI	Baseline	2021	January - June 2022	2023	2024	2025	RAG Status	Notes									
Governance, Leadership & management	- DR (Dean of Research); - Formerly RG (Registrar)	Antoinette Quinn, and Wolfgang Schmitt (email for Antoinette Quinn sent to COO & Eimear Farrell for all CSD actions/targets)	5.1	Commit to strong ethical leadership in all we do, from research to staff development and throughout the activities of our entire university community. [DR; RG]	C, O, R, E	Staff leadership training programmes held	N/A	Please see note	Culture working group has been established with the responsibility of defining values/behaviours in practice. Senior leadership team has been engaged and have commenced leadership team journey. Phased roadmap of culture and leadership development is being developed.				Green	Green Strategic Plan RAG status as expect to achieve this action by 2025.									



Area	Owner/Plan(s) per published S. Plan (square brackets)	Contact (named) - for internal purposes only	No.	Action/Target as stated in published Strategic Plan. By 2025 (unless otherwise stated):	Mission Components	Target Measure/KPI	Baseline	2021	January - June 2022	2023	2024	2025	RAG Status	Notes
Sustainability	- LRES (Living Research Excellence Strategy); - SST (Sustainability)	Wolfgang Schmitt	5.2	Create a UN Sustainable Development Goal Hub using our research data to monitor research in all fields linked to the UN SDGs. [LRES; SST]	C, O, R	Launch of UN SDG Hub	N/A	An informal SDG grouping was established by the Office of the Dean of Research and the Registrar but requires formal directive from College to fully establish	No change				Amber	Amber Strategic Plan RAG status as expect to set up a UNSDG Hub by 2025 but requires more formal directive from College
	- Formerly DR (Dean of Research) then DS (Dean of Students) - Now VP for Biodiversity and Climate Action	Jane Stout	5.3	By July 2021, have set targets for the significant reduction of our carbon footprint. [DR; RG]	C, O	Setting of carbon footprint reduction targets	N/A	Carbon footprint reduction targets on track to be set by July 2021 - draft Climate Action Plan is available but will not be finalised until after new VP for Biodiversity & Climate Action takes up post - expected 2022	VP Biodiversity and Climate Action in post since May 2022 - carbon footprint initial analysis completed but needs reviewing. Initial analysis indicates a decrease in carbon footprint in 2019/20 but covid closures are likely to have driven this trend				Green	Green Strategic Plan RAG status as expect to achieve this action by 2025.
	- Formerly Registrar then DS (Dean of Students) - Now VP for Biodiversity and Climate Action	Jane Stout	5.4	Provide leadership in sustainability through improvements in energy use, reduction in waste including single use plastics, promoting areas such as sustainable transport and biodiversity, and ensuring all new buildings are based on sustainability principles. [SST]	C, O	New measures each year per Sustainability targets being set in 2021.	N/A	Action is continuing in some areas but final Climate Action Plan not available until 2022	VP for Biodiversity and Climate Action in post since May 2022 - sustainability targets and climate action plan under revision during 2022				Green	Green Strategic Plan RAG status as expect continued action in the area of sustainability
Public Engagement, Research	- LRES (Living Research Excellence Strategy); - SST (Sustainability)	Wolfgang Schmitt	5.5	Support and conduct civically-engaged research thereby increasing the number of research outputs connected to UN SDGs by 20% by 2025. [LRES; SST]	C, R	20% increase in number of research outputs connected to UN SDGs	Average scholarly output 2015-2020: 7,070 (20% increase will be 8,484)	The Office of the Dean of Research established a 'Research Engagement Officer' role and undertook a number of events, seminars and online activities in this area.	No change				Green	Green Strategic Plan RAG status as expect to increase our UNSDG-linked research output by 20% by 2025
	LRES (Living Research Excellence Strategy)	Wolfgang Schmitt	5.6	Promote civically-engaged research across the university and host public engagement events relating to the UN SDGs in our schools and research institutes, highlighting to the wider public and policy makers the impact of our work. [LRES]	C, R, E	No. of public events relating to UN SDGs	N/A	The Office of the Dean of Research established a 'Research Engagement Officer' role and undertook a number of events, seminars and online activities in this area.	No change				Green	Green Strategic Plan RAG status as expect to promote UNSDG-linked activity over the period to 2025
Philanthropy	- LRES (Living Research Excellence Strategy); - PC (Philanthropic Campaign)	Kate Bond, and Wolfgang Schmitt	5.7	Introduce new funded Ph.D. scholarships in line with UN SDGs. [LRES, PC]	C, O, R, E	No. of new funded PhDs in line with UN SDGs	N/A	TDA plan to work with the incoming VP for Biodiversity & Climate Action from 2022 onwards	TDA is liaising with the Dean of Research and is awaiting the creation of new SDG-linked PhD Scholarships at which time a fundraising strategy will be formulated				Green	Green Strategic Plan RAG status as action expected to result in new UN SDG PhD scholarships by 2025
Partnerships/Alliances	- LRES (Living Research Excellence Strategy); - Formerly GRS3 (Global Relations Strategy 3)	Emma Stokes	5.8	Build the teaching programmes and research projects of the CHARM-EU alliance around the grand challenge of "Reconciling Humanity with the Planet". [LRES; GRS3]	C, O, R, E	No. of teaching programmes and research projects with CHARM-EU partners around this grand challenge	2019: 0	Masters in Global Challenges for Sustainability launched	70 students enrolled in first year of Masters programme with similar number expected for second cohort beginning in September 2022.				Green	Green Strategic Plan RAG status as there is already one Masters in Global Challenges for Sustainability launched in 2021.
	AS (Athena SWAN)	Lorraine Leeson	5.9	Achieve an Athena SWAN Silver award by 2025. [AS]	C, O	Athena SWAN Silver award achieved	2019: Bronze	7 more Schools have achieved Bronze Athena SWAN status in 2020/21 so far. 3 Schools to submit applications for Bronze in Jan 2022. Note new Athena Swan Ireland Charter was launched in Autumn 2021.	New Athena SWAN Ireland Charter has been endorsed by Trinity Provost. We now have 15 Schools who have secured bronze Athena SWAN awards with 2 further School applications planned for June 2022 and 2 revised Bronze School applications to be resubmitted in June 2022.				Green	Green Strategic Plan RAG status as Athena SWAN Silver status expected to be achieved by 2025.
Gender Equality, Athena SWAN	AS (Athena SWAN)	Lorraine Leeson	5.10	Integrate the SAGE Charter for gender equality into our policies and practices by 2021. [AS]	C, O	Integrate SAGE charter into policies & practices by 2021	N/A	To be integrated through the new EDI strategy	As per year 1 targets.				Green	Green Strategic Plan RAG status as SAGE Charter expected to be integrated into new EDI strategy during 2021-22.
Research	GBHI (Global Brain Health Initiative)	Anne-Marie Glynn - email not sent as this target has now been achieved	5.11	Contribute, as part of the Global Brain Health Institute, to the goal of having 125 Atlantic Fellows for Equity in Brain Health working globally by 2022 to create a zealous, creative community of leaders combining to reduce inequities in the field of brain health. [GBHI]	C, R	125 Atlantic Fellows for Equity in Brain Health	N/A	Currently 119 Atlantic Fellows from 37 countries and will have 146 Fellows from 42 countries completing the programme at GBHI by 31 August 2021.	N/A as target has been achieved				Green	Green Strategic Plan RAG status as will have already exceeded the goal by August 2021 with 146 Atlantic Fellows.

6. We will enrich and expand our global network.														Monitoring of Plan:	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	RAG Status	Notes
Area	Owner/Plan(s) per published S. Plan (square brackets)	Contact (named) - for internal purposes only	No.	Action/Target as stated in published Strategic Plan. By 2025 (unless otherwise stated):	Mission Components	Target Measure/KPI	Baseline	2021	January - June 2022	2023	2024	2025	RAG Status	Notes								
Philanthropy	TDA (Trinity Development & Alumni)	Kate Bond	6.1	Nurture the lifelong relationship between the College and its alumni community through innovative programmes and engagement. [TDA]	C, O	Programmes and engagements with alumni community	N/A	New Alumni Relations Strategy (2021-2023) approved by Board in November 2020	Board-approved Alumni Relations Strategy is currently being implemented. The lifting of covid-related restrictions has allowed for the commencement of in-person events				Green	Green Strategic Plan RAG status as expect to achieve this goal through implementation of the Alumni Relations Strategy 2021-2023								
	- TDA (Trinity Development & Alumni); - PC (Philanthropic Campaign)	Kate Bond	6.2	Engage our global network of alumni and supporters in raising €400m in philanthropic funding and 150,000 volunteer hours as part of the Inspiring Generations Campaign. [PC, TDA]	C, O	€400m philanthropy and 150,000 alumni hours	N/A	Goal of 150,000 hours reached in May 2021, and €400m goal to be reached by June 2021	Completed: June 2021. New Targets set for 2021-2026				Green	Green Strategic Plan RAG status as both goals (€400m and 150,000 hours donated) to be achieved by June 2021								

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Student Experience, Support & Services	GRS3 (Global Relations Strategy 3)	Emma Stokes	6.3	By 2025, ensure that between 40-45% of the graduating undergraduate cohort will have had an international experience as part of their programme. [GRS3]	O, E	40-45% eligible UG student mobility	2019: 30%	10% due to Covid-19	32%				Amber	Student mobility underwent a recovery in the 2021/22 academic year but Amber Strategic Plan RAG status to continue due to ongoing global events and their impact on travel and mobility. Further discussion is also required to determine what is meant by 'international experience'. A project to redefine Global Mobility policies will be coordinated by the Global Mobility Team within Trinity Global in 2022/23 and this will involve wide internal consultation with the Trinity community.
	EDI (formerly TT&L: Trinity Teaching & Learning)	Lorraine Leeson	6.4	Develop teaching and learning initiatives to embed an international perspective into the curriculum for all students and across all disciplines. [TT&L]	E	Embedding of international perspective into curriculum	N/A	EDI Inclusive Curriculum Project commencement	Trinity Inclusive Curriculum staff complement recruited and in place since February 2022 with corresponding ramp-up of project activities across 4 project pillars: Student; Staff; Institutional; and Infrastructure. Funding for this project needs to be confirmed for period 2022-25 to enable strategic goals to be achieved.				Green	Green Strategic Plan RAG status as EDI's project will progress this action/target by 2025
	GRS3 (Global Relations Strategy 3)	Emma Stokes	6.5	Enter into at least one new dual, one new joint and three new articulation programmes per Faculty by 2025. [GRS3]	O, E	1 dual, 1 joint, 3 articulation programmes (all new) per Faculty	N/A	Work is progressing in AHSS and STEM. There is currently nothing in development in HS but there is interest. Global will work with interested Schools on partnerships development.	Work planned with the VP/CAO and other stakeholders to re-frame this KPI to better reflect current ambitions in the area. It is more important to build sustainable partnerships that work in the context of the Faculty rather than seeking to fulfill a rigid metric.				Green	Green Strategic Plan RAG status as this target still on track for 2025, despite impact of Covid-19.
Partnerships/ Alliances	- LRES (Living Research Excellence Strategy); - VP/CAO (Formerly GRS3: Global Relations Strategy 3)	Emma Stokes	6.6	Deliver a model for the future European University through CHARM-EU. [LRES; GRS3]	C, O, R, E	Achievement of milestones of CHARM-EU alliance	N/A	Launch of Masters in Global Challenges for Sustainability	Governance Forum held in University of Montpellier in March 2022 with Governance Handbook in the process of being finalised before Project end date of October 2022.				Green	Green Strategic Plan RAG status as CHARM-EU project being delivered with first Masters in Global Sustainability launched in 2021
	- LRES (Living Research Excellence Strategy); - GRS3 (Global Relations Strategy 3)	Wolfgang Schmitt	6.7	Intensify our engagement with LERU and the Coimbra Group. [LRES; GRS3]	O, R, E	New or expanded engagements with LERU and the Coimbra Group	N/A	Continued engagement with LERU and Coimbra Group despite impact of Covid-19 during 2021	Engagement with these groups continues with LERU's HR group visiting Trinity for its recent meeting. The Dean of Research is travelling to Helsinki for the LERU RESE group meeting.				Green	Green Strategic Plan RAG status as no concerns regarding intensifying engagement with LERU and Coimbra Group by 2025.
	- GRS3 (Global Relations Strategy 3); - E3; - LS (Library Strategy); - BSDP (Business School Development Plan); - SOM (School of Medicine plan)	Emma Stokes	6.8	Further diversify the international student body with an additional 750 non-EU students, bringing their overall number to 3,750 by 2025. [GRS3; E3; LS; BSDP; SOM]	O, E	3,750 non-EU student population by 2025	Based on projected number at end of GRS2 (2018/19): 2,976	2,509 in 2020/21 Nov 21 indication: 3,276	Currently at 3,577 for 2021/22				Green	Amber RAG status changed to Green as there has been a recovery in NEU registrations in 21/22.
Student body	GRS3 (Global Relations Strategy 3)	Emma Stokes	6.9	Increase the number of non-EU postgraduate taught students by between 35-38%. [GRS3]	R, E	35-38% increase in NEU PGT students	Based on HEA returns 2017/18: 880	863 in 2020/21 (including 2 PGT Framework) Nov 21 indication: 1,105	1,093 in 2021/22 (including 4 PGT framework) - 24% increase				Green	Amber RAG status changed to Green as there has been a recovery in NEU registrations in 2021/22.
	GRS3 (Global Relations Strategy 3)	Emma Stokes	6.10	Increase the number of students on our International Foundation Programme with our partner institution, Marino Institute of Education, to 120 by 2025. [GRS3]	E	120 IFP students	2018/19: 80	89 in 2020/21. 103 students are registered on the IFP for 2021-22.	98 registrations				Amber	Green RAG status changed to Amber as the war between Russia and Ukraine has the potential to strongly impact recruitment to this programme. The recruitment plan for the programme considers this region a key market, and 8 students in 2021/22 came from these two countries.
Innovation & Entrepreneurship	T@GCQ (Trinity @ Grand Canal Quay)	Mark Bennett (previously Diarmuid O'Brien)	6.11	Play a key role, as part of Dublin's new Innovation District, in transforming Dublin into the top 20 of innovation cities globally by 2030. [T@GCQ]	C, O, R	Launch of Trinity East masterplan	N/A	Trinity East's Early Activation project, Portal, has received planning permission and should go to tender in July 2021.	Due to covid and prevailing economic conditions, the masterplan is under strategic review. The Portal project has been further refined and will go to tender in June 2022. In the interim, the Grand Canal Innovation District initiative has been active.				Green	Grand Canal Innovation District engagements and preparations for the opening of the Portal Innovation Hub are positioning Trinity as a key ecosystem player. Trinity East will be a valuable asset in the ambition for Dublin to be a top 20 innovation city.

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Industry Engagement	IS2 (Industry Strategy 2)	Leonard Hobbs	6.12	Add at least one new industry collaborating company from a new country per year. [IS2]	O, R	3 new industry collaborating companies from a new country (1 per year) by 2022	N/A	A collaboration is being established with Danish company Oticon who have sponsored a masters course in investigating the impact of hearing aid signal processing strategies on hierarchical cortical processing of speech with Professor Richard Reilly	Have formally engaged with the Huawei Research Center in Sweden to deliver two projects (~€1.3M cash funding) directly with Chemistry and Mechanical Engineering.  Association of one project with Connect secured €0.5M additional exchequer funding.				Green	Green Strategic Plan RAG status as currently establishing one new collaboration and expect to add one extra collaboration per year by 2025.  Future expansion of Huawei Sweden is underway with integration into Trinity SFI centres via workshops targeting two new projects for 2023.
Infrastructure (physical & digital)	DTS (Digital Transformation Strategy)	Patrick Magee - email sent to COO & Eimear Farrell for all CSD actions/targets	6.13	Build a new web presence, based on a Content Management System. [DTS]	O	Implementation of Content Management System	N/A	DTS: WebCMS Project is currently in execution phase	The new WebCMS is now in use with the Courses webpages and a number of Schools already migrated.				Green	Green Strategic Plan RAG status as expecting to make targeted numbers by 2025.

7. We will develop and inhabit our space responsibly.														
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Infrastructure (physical & digital)	- E3; - Trinity East	Mark Bennett (previously Diarmuid O'Brien)	7.1	Launch, by 2022, the masterplan for Trinity @ Grand Canal Quay, part of the Grand Canal Innovation District initiative, providing infrastructure for new research linking Engineering, Environment and Emerging Technologies. [E3; T@GCC]	C, O, R	Launch of Trinity East masterplan	N/A	Masterplan in progress	Due to covid and prevailing economic conditions, the masterplan is under strategic review. In the interim, the link between Trinity East and E3 is being actioned through existing assets on the campus.				Green	The Trinity East masterplan is under strategic review and it is still the ambition to launch in 2022.
	- E3; - ES (Estates Strategy)	Eleanor Denny	7.2	Complete work on a new generation teaching space enabled by philanthropy, the Martin Naughton E3 Learning Foundry, in 2023, providing a home for the E3 project, uniting the Schools of Computer Science and Statistics, Engineering, and Natural Sciences. This building will achieve Well Building standards and BREEAM excellence. [E3; ES]	O, R, E	Completion of Martin Naughton E3 Learning Foundry	N/A	i. Enabling works to demolish the Anatomy Annex complete ii. Main contract has started on site and piling is underway	Martin Naughton E3 Learning Foundry cost and completion date in late 2023 is being challenged by the construction marketplace and supply chain volatility				Amber	Green Strategic Plan RAG status changed to Amber as Martin Naughton E3 Learning Foundry completion date in late 2023 is being challenged by the construction marketplace and supply chain volatility
	LSDP (Law School Development Plan)	Eleanor Denny	7.3	Develop plans for a new Law School with new and enhanced learning and research facilities. [LSDP]	O, E	Plans approved for new Law School	N/A	Review of Strategic Assessment Report is underway	This was included as part of the recent Higher Education Strategic Infrastructure Fund (HESIF) application to the HEA				Green	Green Strategic Plan RAG status as Law School plans are being assessed as part of a proposed business case submission
	- ES (Estates Strategy); - LS (Library Strategy)	Eleanor Denny	7.4	Complete architectural plans for and begin the conservation and redevelopment of the Old Library, including a new Research Collections Study Centre and new Exhibition Visitor Centre. [ES; LS]	O, R, E	Plans approved for Old Library redevelopment	N/A	i. Project continues to progress in terms of design development ii. Planning permission, Disability Access Certificate and Fire Safety Certificate all in place	As part of the Old Library Redevelopment Project, this work will go to tender in 2023 following a Board approved pause				Green	Green Strategic Plan RAG status as OLRP plans and project commencement are on track
	- ES (Estates Strategy); - LS (Library Strategy)	Eleanor Denny	7.5	Develop plans for the new collaborative off-site Collections Resource Centre, thereby improving the environment for our collections and enabling the re-imagining/re-configuration of our contemporary library spaces. [ES; LS]	O, R, E	Plans developed for new off-site Collections Resource Centre	N/A	No real progress	No further information provided to enable a briefing process; a few, very preliminary discussions.				Red	Red Strategic Plan RAG status as the off-site collections centre has not progressed in terms of scope development and business case planning. The facilities at Santry are full and the condition of the building continues to deteriorate. Additionally, our costs for external storage continue to increase
	ES (Estates Strategy)	Eleanor Denny	7.6	Refurbish, by early 2023, the campus's oldest building, the Rubrics, and Chief Stewards House, providing new student and staff accommodation and a research space for Fellows Emeriti. [ES]	O	Completion of Rubrics and Chief Stewards House project	N/A	Works on site commenced in Aug-21	Project proceeding apace and in good stead				Green	Green Strategic Plan RAG status as Rubrics and Chief Steward House plans and redevelopment are on track for completion by 2023
	TSJCI (Trinity St James's Cancer Institute)	Wolfgang Schmitt	7.7	Begin developing the new Trinity St. James's Cancer Institute. [TSJCI]	O, R	Commencement of development of the new TSJCI	N/A	TSJCI officially designated the only cancer centre in Ireland accredited by the Organisation of European Cancer Institutes (OECI) in November 2020	No change				Green	Green Strategic Plan RAG status as TSJCI now accredited by OECI and plans for Phase 2 for building a new facility on the St. James's Hospital site are due to begin in 2024 per: <a href="https://viewer.ipaper.io/trinity-development-and-alumni/case-for-support1/cancer/trinity-st-james-cancer-institute/">https://viewer.ipaper.io/trinity-development-and-alumni/case-for-support1/cancer/trinity-st-james-cancer-institute/</a>
	- ES (Estates Strategy); - TCDSU (TCD Students' Union)	Eleanor Denny	7.8	Redevelop our sports facilities and infrastructure at Iveagh Grounds. [ES; TCDSU]	O	Redevelopment of Iveagh Grounds	N/A	A range of options to deliver the project have been costed, but a source of funding for the project needs to be identified	Studies complete and phasing options with initiation funding requirements detailed. Awaiting approval to continue.				Amber	Amber Strategic Plan RAG status as this project has not yet commenced but options have been appraised and await funding

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	- TEP (Trinity Education Project); - CSD (Corporate Services Division)	Eleanor Denny	7.9	Commit to a programme of continual improvement and uniformity of standards of our learning and teaching spaces, facilitated by improved data around the use and condition of the spaces ensuring more effective management for a better student experience. [TEP; CSD]	O, E	1% turnover spent on deferred maintenance	N/A	i. Although we continue to address backlog maintenance issues around building fabric and services, we still require a dedicated budget for the learning and teaching spaces ii. Improvements have been made to the AV systems in a number of Senior Lecturer Pooled Rooms to support on-line learning	Procurement of masterplan is underway. In terms of upgrading existing teaching spaces, this is dependent on additional funding being made available as there is no provision in existing budgets to support improvements to the physical environments				Amber	Amber Strategic Plan RAG status Backlog Maintenance Programme is addressing issues around building fabric and services; only very limited funding has been forthcoming to update teaching spaces
Sustainability	- Formerly SST (Sustainability) - Now VP for Biodiversity and Climate Action	Jane Stout	7.10	Encourage sustainable transport and biodiverse rich areas on campus. [SST]	C, O	Activities regarding sustainable transport and biodiversity	N/A	Travel policy revised to reflect sustainable language - developing a system for measuring airmiles	Vice-Provost for Biodiversity and Climate Action in place since May 2022 - travel policy under review, system for measuring airmiles will be incorporated into 2020/21 sustainability report (due mid-2022)				Green	Green Strategic Plan RAG status as expect continued action in the area of sustainability and biodiversity over the 5 year period of the Strategic Plan
Infrastructure (physical & digital)	- D&I (Diversity & Inclusion); - ES (Estates Strategy)	Eleanor Denny	7.11	Ensure that our built structures accommodate staff and students in an inclusive manner. [D&I; ES]	C, O	New builds and refurbishments accommodate needs of all staff and students	N/A	i. New builds are designed in accordance with the relevant regulations ii. A number of discreet projects are in planning to improve accessibility across the estate	All capital projects are designed to regulation. A number of universal accessibility feasibility studies were completed in Q1/Q2 2022 on a number of buildings throughout campus. Works will include installation of lifts, alterations to floor levels, and the inclusion of universally accessible WCs.				Green	Green Strategic Plan RAG status as no concerns in ensuring we build our new structures in an inclusive manner

8. We will be one Trinity community.										Monitoring of Plan:	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	RAG Status	Notes
Area	Owner/Plan(s) per published S. Plan (square brackets)	Contact (named) - for internal purposes only	No.	Action/Target as stated in published Strategic Plan. By 2025 (unless otherwise stated):	Mission Components	Target Measure/KPI	Baseline	2021	January - June 2022	2023	2024	2025	RAG Status	Notes				
Communication	- PAC (Public Affairs & Communications); - HR (Human Resources)	Tom Molloy and Antoinette Quinn	8.1	Develop communication channels that will enable connection and contribution by all members of our community, in recognition of the need and desire of all staff to be involved in the university community. [PAC; HR]	C, O, R, E	Development of communication channels	N/A	Launch of T-Net (intranet) 09/02/21 and Weekly Wrap informal staff communication being rolled out	Increasing staff engagement figures for T-Net (intranet) was the focus during this period after the successful launch last year. Weekly Wrap Up continues to be issued on a weekly basis to all staff on a Friday morning with positive feedback.				Green	Green Strategic Plan RAG status as expect to achieve this action by 2025.				
Equality, Diversity & Inclusion	D&I (Diversity & Inclusion)	Lorraine Leeson	8.2	Make equality, diversity and inclusion a cornerstone of our ethos and practice across all aspects of College life by instituting a robust EDI strategy and action plan. [D&I]	C, O, R, E	Launch of EDI strategy and action plan	N/A	New EDI strategy in progress through Equality Committee	Equality Committee and related working groups (Staff Disability, Race and Ethnic Equality, etc.) are liaising with EDI Office and AVPEDI in relation to inputs into new EDI strategy. This work will also draw on focus groups conducted across College in summer 2021 and recent landscape. EDI review report due end June 2022.				Green	Green Strategic Plan RAG status as expecting instituting the new EDI strategy and action plan by 2025.				
	AS (Athena SWAN)	Lorraine Leeson	8.3	Ensure that at least 40% of Chair Professors will be female in Trinity by 2025. [AS]	C, O, R, E	Female Chair Professors: - 35% by 2021; - 40% by 2024.	N/A	Our current figures indicate that we are currently at 32% Female Chair Professors (as of March 2021, our most recent data) and will be followed up	May 2022 Trinity HR Dashboard data report 35% female Chair Professors. HR have proactively worked to widen applicant pools and broaden search methods to ensure greater reach for advertised posts. Aurora Programme and HEA-funded Preparing for Academic Advancement programme also support staff to apply for promotion. However, this significant increase to date is to be noted.				Amber	Amber Strategic Plan RAG status due to concerns regarding the level of recruitment of women at this grade				
Communication	PAC (Public Affairs & Communications)	Tom Molloy - email not sent as this action/target has been achieved	8.4	Create a new internal College intranet and continue to develop our internal communications. [PAC]	O	Launch of new intranet	N/A	Launch of T-Net 09/02/21	N/A as target has been achieved				Green	Green Strategic Plan RAG status as new Intranet launched in February 2021.				

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Staff	HR (Human Resources)	Antoinette Quinn - email sent to COO & Eimear Farrell for all CSD actions/targets	8.5	Recognise and reward staff achievement in fair and transparent processes. [HR]	O	Recognition Programme to be introduced	N/A	Update to be provided at next report	Role grading was rolled out in April 2022 which will enable the resizing of roles that have extended their responsibilities/accountabilities beyond their current grade which supports addressing equity of roles. Over 2021/22, promotions are available for employees through open transparent recruitment campaigns, with all professional roles being advertised and therefore open for talent across the areas to apply. Plan for continued recognition to be developed (2022) with delivers across the remainder of the strategic plan.				Green	Green Strategic Plan RAG status as expecting achievement of this action by 2025.
	HR (Human Resources)	Antoinette Quinn - email sent to COO & Eimear Farrell for all CSD actions/targets	8.6	Invest in the development of staff at all levels in the university with programmes such as Career Frameworks and Leadership Development. [HR]	C, O	Initiation of programmes such as Career Frameworks and Leadership Development	N/A		Multiple programmes underway across cohorts. University investment and prioritisation required to implement a cohesive and sustainable framework for the College. Investment/budget not reflective of a modern progressive organisation - 3% of turnover would be the norm, which TCD falls significantly below. €75k allocated only in the central budget for development.				Amber	Green Strategic Plan RAG status revised to Amber as achievement of this action by 2025 will require budget to be allocated.
Health	HT (Healthy Trinity)	Martina Mullin, Antoinette Quinn ( - email for Antoinette Quinn sent to COO & Eimear Farrell for all CSD actions/targets)	8.7	Encourage the physical, mental and social health of the whole College community through implementation of the Healthy Trinity initiative. [HT]	C, O	Continued implementation of Healthy Trinity initiative	N/A	The Healthy Trinity Impact Report 2021 being launched in December 2021. Current Green RAG status will change to Amber without further resources (see note)	Trinity has received Healthy Campus accreditation from the International University Sports Federation and is the first university in Ireland to receive this platinum accreditation. Whilst we are delighted to have received the highest award available, Healthy Trinity requires funding so that we can maintain and develop our position as leaders in achieving health promotion excellence in the university sector. As such, the Healthy Trinity Committee has revised our Green status to Amber due to lack of funding.				Amber	Green Strategic Plan RAG status revised to Amber as sufficient funding has yet to be obtained - as previously reported, status will change this year if funding is not obtained.
Philanthropy	- TDA (Trinity Development & Alumni); - GRS3 (Global Relations Strategy 3); - PC (Philanthropic Campaign)	Kate Bond	8.8	Strengthen connections to our alumni community, building our alumni network worldwide and engaging our alumni to achieve 150,000 volunteer hours by 2025 as part of our Inspiring Generations Campaign. [TDA; GRS3; PC]	C, O	€400m philanthropy and 150,000 alumni hours	N/A	Goal of 150,000 hours reached in May 2021	Completed - December 2020				Green	Green Strategic Plan RAG status as both goals (€400m and 150,000 hours donated) to be achieved by June 2021
Governance, Leadership & management	- PO (Provost's Office); - SO (Secretary's Office)	John Coman	8.9	Ensure that our decision-making is transparent, flexible and effective. [PO; SO]	O	Changes made to decision-making structures & processes	N/A	Board Review Working Group (BRWG) Report approved by the Board in June 2021. Board Annual Work Programme approved in October 2021 as recommended in BRWG Report. Engagement with Government continuing in respect of changes to legislation and composition of the Board.  In 2022: Implementation of new legislation and rewriting of Statutes envisaged.	Continued engagement with Government in respect of the HEA Bill 2022. Significant consultation process undertaken in respect of a Supplemental Charter. Commitment given to review the role and composition of Principal Committees in the coming months. Policy Management Framework approved by Board in April 2022.				Green	Green Strategic Plan RAG status as expect changes to decision-making processes and structures to be effected during the 5 year time period of the Strategic Plan
	- VPO (Vice-Provost's Office); - SO (Secretary's Office)	John Coman, and Orla Sheils	8.10	Explore ways of making Heads of School more fully integrated into the university's decision-making processes. [VPO; SO]	O	Developments in further integrating Heads of School in decision-making processes	2019: Heads of School Committee and membership of Faculty Executive Committees	Consideration could be given to this when the composition of Board and Principal Committees is being finalised.	Commitment given to review the composition of Principal Committees in the coming months.				Green	Green Strategic Plan RAG status. Increased devolution of decision-making processes and structures continue and will be implemented during the 5 year time period of the Strategic Plan.
Research	LRES (Living Research Excellence Strategy)	Wolfgang Schmitt	8.11	Re-evaluate our approach to postdoctoral researchers in the campus community and work to integrate them more fully into the life of the campus. [LRES]	O, R, E	Updated clear and consistent recruitment and retention processes in place. Increased numbers of research leaders within College in line with the goals of the College Strategic Plan.	N/A	The Dean of Research has assigned an Associate Dean of Research to develop a platform for early career researchers.	An Associate Dean of Research is currently engaging with HR to improve the overall experience for this cohort. Work is underway in the office of the Dean of Research to develop a virtual 'academy' to provide a centralised information hub for postdoctoral and research staff.				Amber	Amber Strategic Plan RAG status as HR capacity required to support all members of the research community. Further discussion required

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<b>Staff, CPD/ Microcredentialing</b>	- HR (Human Resources); - DTS (Digital Transformation Strategy); - VPO (Vice-Provost's Office)	Patrick Magee and Antoinette Quinn - email sent to COO & Eimear Farrell for all CSD actions/targets	8.12	Create opportunities for all categories of staff to enrol in available modules across the university for continuous professional development and micro-credentialing. [HR; DTS; VPO]	O	Ability of all staff to enrol onto modules	N/A		A number of staff have been enrolled in the CPDs that have been created under the HCl programme. There is no system barrier to enrolling staff in micro-credentials with the University as the sponsoring organisation. Performance Management to be delivered on a phased basis across 2022/23 as areas are able to onboard this which will support the identification of skills/development needs. Full-time and part-time programmes are available to staff with support included in College's fee remission policy. Micro-credentials are not available during the pilot period as agreed with all impacted stakeholders including FSD and AR.				Green	Green Strategic Plan RAG status as expecting achievement of this action by 2025.
<b>Governance, Leadership &amp; management</b>	DTS (Digital Transformation Strategy)	Patrick Magee & Lorraine Leeson (email for Patrick Magee sent to COO & Eimear Farrell for all CSD actions/targets)	8.13	Continue to strengthen our data and information tools to enable collaboration and strategic decision-making, especially in the area of diversity and inclusion data. [DTS]	O	Developments in data and information tools for decision-making (especially EDI data)	Data collected & utilised for Athena SWAN applications	To be reported after December 2021	Ongoing meetings and liaison with HR and AR in relation to improving data available and increasing diversity characteristics sharing by staff and students. The Annual Equality Monitoring Report will be reviewed to ensure it is a user friendly report. Communication to improve completion of staff diversity section of the Trinity HR Core Portal with HR will take place. The EDI Office will liaise with planned Data Analytics and Strategic Initiatives (DAaSI) Unit. The 2022 EDI Athena SWAN Survey is live with enhanced survey promotion and outreach occurring. Two HEA submissions (gender and race) were made - both with an emphasis on increased data needs required. The 2021 staff disability data return was made to DFHERIS which highlighted the commitment of Trinity to collecting and monitoring this data but also noting the challenges around bridging existing data gaps.				Amber	Amber Strategic Plan RAG status as currently no known plans outside of strengthening tools enabling diversity & inclusion data
<b>Equality, Diversity &amp; Inclusion</b>	AS (Athena SWAN)	Lorraine Leeson & Antoinette Quinn (email for Antoinette Quinn sent to COO & Eimear Farrell for all CSD actions/targets)	8.14	Establish a Working Group on Family Leaves and Flexible Working and monitor the take-up of maternity, paternity and parental leave. [AS]	C, O	Establishment of a working group and monitoring of family leave take-up	N/A	To be reported after December 2021	HR Working Group - Family and Caring Responsibilities was established in December 2021 with Terms of Reference now agreed and a schedule of meetings now to be put in place. In the meantime, work is progressing on assembling and reviewing all relevant policies on leave.				Green	Green Strategic Plan RAG status as expecting this working group and data monitoring to be instituted by 2025.
	AS (Athena SWAN)	Lorraine Leeson	8.15	Implement fully the Core Meeting Hours Policy. [AS]	C, O	Implementation of Core Meeting Hours policy	N/A	Core Meeting Hours policy fully implemented and now supported by ongoing monitoring and an annual reminder	Ongoing promotion and communication needed to ensure current and new staff are aware of and familiar with policy. EDI Office will engage with Trinity Communications for support on this.				Green	Green Strategic Plan RAG status as this policy has now been fully implemented.
<b>Irish Language</b>	SO (Secretary's Office)	John Coman	8.16	Further improve the status of the Irish language in College life through services, training and events in the spirit of the Official Languages Act (2003). [SO]	C, R, E		N/A	The Irish Language Office has prepared and submitted the College's fourth Irish Language Scheme to the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media following consideration by Coiste na Gaeilge. This scheme will increase the number of services in Irish available to the College community over the coming years.	Trinity's fourth Irish Language Scheme will be reviewed in light of new legislation. The University will also provide additional services under the Official Languages (Amendment) Act 2021. Trinity also continues to provide Irish language classes to staff and students and a broad offering of events such as those held during Eigse na Tríonóide and Seachtain na Gaeilge.				Green	Green Strategic Plan RAG status as we expect to improve status of Irish language in College by 2025
<b>Infrastructure (physical &amp; digital)</b>	DTS (Digital Transformation Strategy)	Patrick Magee - email sent to COO & Eimear Farrell for all CSD actions/targets	8.17	Implement a new CRM (Customer Relations Management) system by 2022, allowing us to work more effectively with those from beyond the College community. [DTS]	O	Implementation of new CRM system	N/A	Please see note	First target of the new CRM is the review of requirements supporting the recruitment of students for the Global Engagement Unit				Amber	The goal of implementing the new CRM has now been pushed out to 2023 as the project is only being restarted in 2022, post pandemic.

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Philanthropy	TDA (Trinity Development & Alumni)	Kate Bond	8.18	Embed and foster a culture of philanthropy within Trinity and lay foundations for future philanthropic campaigns. [TDA]	C, O, R, E	Activities fostering culture of philanthropy	N/A	Average funds raised increased from €19m per year for the first 5 years of the Campaign to €37m per year for 2016-2021. This increase is driven both by higher levels of gifts in the €100k - +€5m range but also in the quantum of gifts being received. The number of philanthropic gifts per year has grown from c 2,600 to c 5,400 per year, an increase of 107%	A campaign impact appraisal was carried out and a report was subsequently issued to the Provost in February 2022 with 18 recommendations that are currently being considered by TDA and College				Green	Green Strategic Plan RAG status as expect to continue building on culture of philanthropy in period to 2025

9. We will secure the financial basis for our future development.															Monitoring of Plan:	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	RAG Status	Notes
Area	Owner/Plan(s) per published S. Plan (square brackets)	Contact (named) - for internal purposes only	No.	Action/Target as stated in published Strategic Plan. By 2025 (unless otherwise stated):	Mission Components	Target Measure/KPI	Baseline	2021	January - June 2022	2023	2024	2025	RAG Status	Notes									
Infrastructure (physical & digital)	ES (Estates Strategy); E3; FSD (Financial Services Division); LSDP (Law School Development Plan); -T@GCQ (Trinity @ Grand Canal Quay); -TDA (Trinity Development & Alumni)	Peter Reynolds	9.1	Have funding, including philanthropy, in place for investment of €300m over the next five years in new infrastructure projects set out in the Strategic Plan, including the Martin Naughton E3 Learning Foundry and student accommodation facilities in Printing House Square while continuing to develop a new Law School. We are also committed to investing in longer term strategic projects such as the new Trinity East and the Old Library refurbishment and are currently evaluating funding options to support these projects. [ES; E3; FSD; LSDP; T@GCQ; TDA]	C, O, R, E	€300m funding for new infrastructure projects in place	N/A	Trinity drew down €48.5m in 2020/21 for the PHS, E3LF, Old Library project and Stack B.	Trinity drew down €68.8m in 2021/22 for PHS, E3LF, Old Library project, the Rubrics and for acquiring the Trinity East freehold				Green	Green Strategic Plan RAG status as €300m is available for infrastructure projects									
Finances	FSD (Financial Services Division)	Peter Reynolds	9.2	Achieve financial sustainability through annual net surplus growth (before unrealised gains and losses) to 1% of income with targeted EBITDA (Earnings Before Interest, Taxes, Depreciation, Amortisation) growth from 3% to 8% of income by 2025 to cover annual costs associated with our capital investment programme. [FSD]	O	Annual net surplus of 1% of income in 2025; EBITDA growth of 8% of income	(6.6%) in 2019/20	FY21 is ahead of revised Strategic Plan with net deficit of (3.2%) of income while FY22 Forecast is ahead of revised Strategic Plan with a net deficit of (1.2%) of income and EBITDA of 4.6% of income	FY22 Budget is in line with revised Strategic Plan with a net deficit of (2.7%) of income and EBITDA of 3.7% of income while FY22 Forecast is ahead of revised Strategic Plan with a net deficit of (1.2%) of income and EBITDA of 4.6% of income				Amber	Currently on track to meet Revised Strategic Plan of EBITDA growth to 8% income by FY25 with a net surplus of 1% of income. Amber Strategic Plan RAG status due to financial impact of Covid									
Student Body	GRS3 (Global Relations Strategy 3)	Emma Stokes	9.3	Grow student numbers (which underpin income growth), in line with the Global Relations Strategy 3, which includes targeted growth in postgraduate student numbers from 28% to 32% of total student base over five years and growth in non-EU student numbers from 15% to 18% by 2025. [GRS3]	C, O, E	32% of students are PG by 2025; 18% of students are non-EU by 2025	2019/20: 29% PG and 17% NEU	2020/21: 29% PG and 13% NEU. Nov 21 indication: 29% PG and 16% NEU	29.6% are PG and 17.5% are NEU				Amber	While 2021/22 registrations data indicates recovery, current admissions data points to a potential drop in demand for EU PGT places for 2022/23 when compared to 2021/22									
Philanthropy	TDA (Trinity Development & Alumni)	Kate Bond	9.4	Grow the value of philanthropy to the university as a method of diversifying our income stream. [TDA]	C, O, R, E	Growth in philanthropic income	€16.266m in 2019	Funds raised of €55.2m in 2020/21	Target of €200m agreed by Board for 2021-2026				Green	Green Strategic Plan RAG status as we expect to grow philanthropy by 2025 including through successes of Inspiring Generations campaign									
Finances	FSD (Financial Services Division)	Peter Reynolds	9.5	Continue to plan for a reduction in the university's reliance on exchequer income and anticipate an increase in non-exchequer income from 60% in 2019 to 63% in 2025. [FSD]	O	63% of income from non-exchequer sources by 2025	2019/20: 61%	59% non-exchequer expected for 2020/21 due to the impact of Covid-19	Budget of 61% Non-Exchequer in 2021/22 as we recover from the impact of Covid-19 with CRU income to continue recovery in the remaining years of the strategic plan				Amber	Amber Strategic Plan RAG status due to Covid-19 impact on non-exchequer sources of income									
Staff : Student Ratio	-VPO (Vice-Provost's Office); -FSD (Financial Services Division); -DR (Dean of Research)	Orla Sheils, Peter Reynolds	9.6	Reduce the student:staff ratio to 16:1 by 2025, from a 2017/18 baseline of 18:1. [VPO; FSD; DR]	O, E	16:1 student:staff ratio by 2025	2018/19: 18:1 2019/20: 19:1 2020/21: 18:1	Student:staff ratio for 2020/21: 18:1	Student:staff ratio for 2021/22 not available until Dec 2022				Red	Red Strategic Plan RAG status. Unexpected disruptive events such as the global pandemic, increasing inflation and the Ukraine war have negatively impacted on our resources and the ability to recruit. Consequently, the current overall student:staff ratio has increased to 19:1.									
Finances	FSD (Financial Services Division)	Peter Reynolds	9.7	Ensure net assets of the university are, following the impact of Covid-19, restored to and maintained at a minimum level of €800m over the period of the plan. [FSD]	O	€800m net assets level	Net assets 2019/20 financial statements: €792m	Net assets 2020/21 financial statements: €813m	Net Assets are budgeted at €801m and currently forecasted to be €808m at FY22 year end				Green	Green Strategic Plan RAG status as we expect net assets to return to €800m by 2025									
	FSD (Financial Services Division)	Peter Reynolds	9.8	Continue to ensure that financing structures are optimised over the period of the plan and that we will fully comply with our banking covenants, maintaining headroom on minimum cash levels, gearing ratios and debt servicing capability. [FSD]	O	Provide of KPIs on our banking covenants and/or confirm not in breach annually	N/A	Exceeded minimum cash levels as per banking covenants.	Cash balances for FY22 continued to exceed minimum cash levels as per banking covenants				Green	Green Strategic Plan RAG status as we expect to optimise financial structures over the Strategic Plan period									
	-FSD (Financial Services Division); -VPO (Vice-Provost's Office); -CSD (Corporate Services Division); -DR (Dean of Research)	Peter Reynolds, and Orla Sheils	9.9	Continue to be flexible and adaptable to economic conditions in managing the finances of the university, and meeting opportunities to enhance the academic mission as they arise. [FSD; VPO; CSD; DR]	O	Developments in flexible and adaptable management of finances and meeting opportunities	Commencement of dynamic 5-year financial planning tool accompanying Strategic Plan	Reiteration of 5-year financial plan presented to Board and Finance Committee Feb/Mar 2021.	Update to 5-year covid-19 revised financial plan presented to Finance Committee in March 2022				Green	Green Strategic Plan RAG status as Trinity continues to manage finances flexibly through for example Planning Group's work on the BBM Review.									