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

Strategy for Diversity and Inclusion

Contents

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Overview

College Strategy 2014-2019: Trinity Mission, Vision and Values

Trinity College's commitment to Diversity and Inclusion, is at the heart of our institutional **Mission** - *to provide a liberal environment where independence of thought is highly valued and where all are encouraged to achieve their full potential, and Vision – to be known for realising student potential and for research and scholarship that benefits Ireland and the world.*

This commitment is expressed in our College Strategy 2014-2019 in terms of our **Values** - *reach out to a wide cultural, social and educational spectrum with the aim of creating a community based on a collegiality in which all are encouraged to use their talents to achieve their potential-* as well as in the commitment to a specific **Goal** - *Strategic Plan Goal 8.2: Demonstrate Institutional Leadership - Equality, Diversity and the Irish Language.*

The Strategic Plan 2014-2019 sets out College's Objectives as follows:

Commitments to equality and diversity are values on which Trinity's excellence relies. To this end we are committed to creating an inclusive, diverse and pluralist college community and a positive environment in which all can participate, and all are recognized fully for their contributions. We are committed on all equality grounds to protecting staff and students from discrimination and to ensuring that diversity is promoted and celebrated.

The challenge for Trinity College is fuse our liberal values with an increasingly diverse College community, and a more diverse society.

Implementing a Diversity and Inclusion Strategy

The purpose of the Diversity and Inclusion (D&I) strategy is to address this challenge, and to deliver on these commitments and objectives through implementation of a range of specific prioritised actions.

The Director of Diversity and Inclusion holds primary responsibility for the development and implementation of the Diversity and Inclusion strategy. In so doing, the Director works collaboratively with a range of College stakeholders, most significantly, with the Equality Office and with WiSER.

Aligning Diversity and Inclusion, Equality Office and WiSER

In order to ensure alignment, coherence and synergy in the work of Diversity and Inclusion, Equality Office, and WiSER, the Director of Diversity and Inclusion works closely and has regular one to one meetings with the Director of WiSER and the Equality Officer. In terms of structures, the Director of Diversity and Inclusion is a member of the Equality Monitoring Advisory Group, and reports regularly to the Equality Committee in relation to the Diversity and Inclusion strategy. The Director is also a member of the College's Athena SWAN Self-Assessment Team (SAT), and the WiSER SAGE (Systemic Action for Gender Equality) team.

The actions being undertaken to implement this strategy are outlined, with timelines, in the main body of this document. In addition, the key activities of each area (D&I Strategy, Equality Policy Implementation Plan, and Athena SWAN Institutional Action Plan) are aligned to the objectives of the Strategic Plan, as shown in Appendix 1. The Director of Diversity and Inclusion, having consulted with the Equality Office and WiSER, has responsibility for reporting implementation progress to the Office of the Vice Provost, through the College's Strategic Plan reporting process.

Introduction

Diversity has historically been a fundamental part of the tradition and culture of Trinity College and this first Strategy for Diversity and Inclusion aims to continue to drive this forward. Trinity has been proud of many successes in managing diversity and inclusion, for example, in access, in gender equality and in disability issues.

Notwithstanding these successes we recognise that in relation to female participation and advancement, more work needs to be done. We also have ambitious targets for internationalisation and the participation of underrepresented groups in higher education, and we need to ensure that as a college community and as a campus, that we are adaptable to these developments in order to ensure that we are truly inclusive. We are committed to facilitating greater participation of older members of our community in the

whole of university life. Finally, noting the significant societal developments in Ireland relating to marriage equality, and gender identity, we are determined that the Trinity experience of LGBT students and staff is proactively inclusive.

It is in this context that Trinity College has emphasised diversity and inclusion as a strategic goal in the College Strategic Plan for 2014 to 2019.

This strategy for Diversity and Inclusion, which has been developed and is led by the Director of Diversity and Inclusion, delivers on these strategic commitments in more detail through a range of actions that ensure that we address culture, policy, practice and supports for diversity and inclusion.

We firmly believe that as a university one of our functions is to provide societal leadership, and through this strategy, for staff and students, we are making a concerted effort to turn our vision into reality. In this context, we aim to build upon our successes whilst also tackling those issues where we have concerns, or where we see that the approaches and attitudes of today, will not be sufficient for the University or society of the future.

This strategy has been informed by the inputs from a Steering Group drawing on a range of key stakeholders across College, the University Strategic Plan 2014 to 2019, Equality Committee and WiSER surveys 2015, oversight from the Chief Operating Officer and the Vice Provost, and feedback received from the Provost's Executive Officers Group, from the Equality, and Human Resources Committees, and from the Board.

Strategy **Objectives**

This strategy comprises a comprehensive and integrated set of actions which are designed and formulated to achieve the following high level objectives

1. Support staff and students in working cohesively to achieve a culture of inclusivity and diversity.

2. Promote the holistic and seamless engagement of all members of the University community, and further a sense of inclusion across diverse groups.

3. Continuously improve the inclusive Trinity experience through sustained policy implementation, inclusive curriculum, and services innovation.

4. Demonstrate institutional leadership on Diversity and Inclusion, internal and external to the University.

Actions

The following comprehensive set of actions has been formulated to achieve the objectives of this strategy and to thereby realise the vision and goals of the College Strategic Plan.

A **Policy Formation and Implementation**
Ensure that our vision for diversity and inclusion is supported through best practice policies that are rigorously implemented, and through the introduction of diversity proofing in Trinity operations.

B. **Governance, Oversight and Administration**
Ensure that Trinity governance is representative of the Diversity of the University community, particularly in relation to gender, and that our data in relation to diversity provides a comprehensive and real time evidence base for College oversight and decision making processes.

C. **Institutional Leadership through Accreditation, Recognition and Best Practice.**
Promote and recognise diversity and inclusion at University, sectoral and national level on a sustainable basis

D. **Training and Development.**
Inform and educate the University community in relation to diversity and inclusion, and ensure particularly that front line staff, line management, and senior leadership receive appropriate development in managing diversity.

E. **Communication and engagement**
Ensure that our vision for diversity is communicated comprehensively and positively, and that measures are adopted to ensure that the University community is involved in ensuring that inclusion is 'how things are' in Trinity.

These actions complement the Equality Policy Implementation Plan, and the Trinity College institutional Athena SWAN action plan lead by WiSER. Significant shared or co-dependent actions are specifically highlighted in this strategy, and unless otherwise stated, the primary owner of the action is the Director of Diversity and Inclusion.

Actions

Action

Ensure that our vision for diversity and inclusion is supported through best practice policies that are rigorously implemented, and through the introduction of diversity proofing in Trinity operations.

Success Factors

1. When we develop new policies we take into consideration their impact on equality & diversity issues.
2. Our diversity policies are ambitious, comprehensive, and are rigorously implemented.
3. Key College operations and processes are assessed for their impact on our Diversity and Equality obligations and objectives.
4. Trinity has clear visibility of any gender pay issues and a strategy for action.

Issue	Action	Deliverables	Objective	Timeline
A1 Diversity Proofing and Impact Assessment of College Policies	Develop Board paper for inclusion of Diversity proofing as a formal step in the development of policy through Principal Committees	1. Present an outline project proposal for Board consideration 2. A Process for assessing the Diversity/Equality impact of new or reviewed College policies is approved 3. Diversity/Equality impact assessment process is formally commenced.	1, 3	Jan – June 2017 July 2017
A2 Review and Promote Diversity Policies	Review existing diversity related policies and increase communication to Staff regarding these policies.	1. Review of Equality Policy[1] 2. Equality Policy implementation plan 3. Present revised Dignity and Respect Policy 4. Implementation Plans for Gender Identity/Expression, and Student Parent Support policies devised and executed. 5. Review the scope and substance of College policy on Religion in order to ensure that we are inclusive of a multi faith College community	1, 3	April 2016 April 2016 Apr- July 2016 June 16 – July 17
A3 Diversity Proofing and Impact Assessment of College Operations	Embed diversity proofing/impact assessment in College operations	1. A methodology and process to assess the Diversity impacts of College operations is prepared, process owners consulted, and the methodology is piloted	1, 2	Sept 16 – July 17
A4 Bridging policy objectives and practice	Proactively intervene to resolve institutional barriers or blind spots to policy implementation.	1. Revise, clarify and communicate Irish Sign Language (ISL) Interpretation policy and guidelines 2. Diversity and Equality campus facilities requirements are specified and notified to Estates and Facilities. 3. Facilities for staff and student nursing mothers confirmed and communicated. 4. Availability of Gender neutral toilet facilities surveyed and communicated. 5. Present Gender Pay Audit proposals to stakeholders, and Conduct Audit (Cross Ref Athena SWAN[2] Action Plan (C.1))	1, 2, 3	Jan –July 16 April – July 2016 Jan–Dec 2016 August 16 -July 17

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B: Governance, **Oversight and Administration**

Action

Ensure that Trinity governance is representative of the Diversity of the University community, particularly in relation to gender, and that our data in relation to diversity provides a comprehensive and real time evidence base for College oversight and decision making processes.

Success Factors

1. Trinity College governance structures are an exemplar of gender balance.
2. Fine grained quantitative information in relation to diversity is routinely available, and supports policy oversight and implementation.
3. Gender disaggregated data on recruitment and promotion is routinely available, is monitored, and informs policy and decision making.
4. Advancement of women is accelerated and exceeds sector and industry norms.

Issue	Action	Deliverables	Objective	Timeline
B1 Gender balance in College Governance	Review regulations governing the composition of Board, Council (and committees), to strengthen gender balance in College Governance.	1. Consult with Equality Committee and Prepare discussion paper for Board. 2. If project is approved, commence project 3. Implement any project recommendations 4. Review and Consider roll out to College Officer appointments.	4	Jan –Sept 2017 Q3-4 2017
B2 College staffing profile and advancement of women	Building on the INTEGER action plan for female participation in senior academic posts, conduct a baselining exercise for administrative grades to set gender balance targets in senior administrative grades.	1. Profile Data (a) parameters for staff profile agreed with HR, (b) run the staff profile snapshot for previous years (where data is accurate/reliable). 2. Review promotions data in detail, and gender disaggregated analysis conducted, of (i) process outcomes, (ii) eligibility, and (iii) level of promotions applicants with reference to the eligible cohort. 3. Present draft position paper incorporating best practice/benchmarks, proposed targets, and enabling action plans. 4. Commence Implementation.	2, 4	Dec 2015 Dec 2015 Apr. 2016 Sept 16- Feb 17 Feb- July 17
B3 Provision of disaggregated diversity data	Review and expand available diversity data, and communicate this to decision makers, to provide timely, comprehensive and meaningful diversity data as standard management information.	1. Director of D&I, and Equality Officer, identify strategic Equality/Diversity Management information requirements. . 2. Current practice and reporting obligations reviewed. 3. Data project parameters incorporating strategy priorities, system potential, and benchmarks/metrics agreed with key stakeholders. 4. New information set incorporated in Equality Monitoring Reports 2015/16 onwards.	1, 3, 4	Dec 2015 Apr 2016 June 16-17 June – Sept 2016

C: Institutional Leadership through Accreditation, Recognition and Best Practice

Action

Promote and recognise diversity and inclusion at University, sectoral and national level on a sustainable basis

Success Factors

1. Retain Institutional Athena SWAN Bronze award, existing School awards, and achievement of new awards by additional Schools/academic units.
2. Achievement of either an institutional or school Athena SWAN Silver award(s).
3. Implementation of a specific LGBT inclusion action plan, and improved Workplace Equality Index (WEI) score.
4. Trinity is a regular host and participant in Diversity events.

Issue	Action	Deliverables	Objective	Timeline
C1 Athena SWAN	Act as national leader to promote the Athena SWAN Charter in Ireland and pursue Athena SWAN Awards, to measure, accredit and improve our position on gender diversity.	1. Presentation of Athena SWAN Awards to College, and applicant Schools. 2. Second tranche of applicant Schools agreed. 3. Athena SWAN action plan implemented. **http://www.tcd.ie/diversity-inclusion/assets/pdfs/TCD%20Institutional%20Bronze%20Final.pdf** Director of WiSER is the primary owner	1, 2, 3, 4	Dec 2015 June –Dec 2016 2015/19
C2 Networks and External Engagement	Participate in external networks and initiatives to share best practice in relation to diversity and inclusion, and to benchmark and recognise progress	1. Become active GLEN[2] Diversity Champions network member, and participate in the Workplace Equality Index. 2. Workplace Equality Index 2016 application submitted. (See also D2). 3. Diversity Charter signatory status achieved. 4. Trinity is an active participant in Irish Business and Employers' Confederation (IBEC) Diversity Forum 5. Host a diversity themed event annually	1, 2, 4	2015/19 June 2016 June 2015 2015/19
C3 Embedding best practice	Engage with the owners of key College performance processes (e.g. Recruitment, Quality, and Strategic Planning) to ensure inclusive practice and recognition of diversity.	1. Recruitment process has been proofed for diversity and inclusiveness. 2. Diversity Issues (culture and profile) will be incorporated within Quality Review Process. 3. Promote Awareness of Diversity as a priority in Strategic Planning for Faculties, Schools and Services.	1, 2, 3	2016/19 Dec 2015 Jan - April 2017 2015-19

2 GLEN (Gay and Lesbian Equality Network)

D: Training and Development

Action

Inform and educate the University community in relation to diversity and inclusion, and ensure particularly that front line staff, line management, and senior leadership receive appropriate development in managing diversity.

Success Factors

1. Number of staff with Living Equality and Diversity (LEAD) training increases by 150-200 per year.
2. A Diversity training programme is rolled out to front line staff.
3. 100% compliance with LEAD policy
4. The Trinity community is mobilised, through initiatives and structures, eg staff networks, to promote inclusivity.
5. All new members of the Trinity community – staff and students- will see a visible commitment to diversity and inclusion.
6. Increase in Student satisfaction with their College arrival experience (measured through the International Student Barometer (ISB)).

Issue	Action	Deliverables	Objective	Timeline
D1 LEAD[3]	Extend participation in LEAD training to targeted groups to achieve fuller coverage throughout the University.	1. TCD feedback is used to progress national LEAD review 2. LEAD training programme has been reviewed and updated. 3. Proposal on mandatory LEAD training for all newly recruited staff presented to Equality and HR Committees. 4. Following approval, the necessary process change required will be implemented through HR. 5. Proposal to extend LEAD training for Admissions decision makers presented.	1, 4	Dec 2015 Sept-Dec 16 Sept-Dec 16 Dec 16- June 17 Sept - Dec 2016
D2 Focus areas eg intercultural; LGBT	Develop and promote intercultural awareness training with Global Relations	1. An intercultural training programme will be piloted by Global relations Office. 2. (See A2 re Gender Identity and Gender Expression Policy).	2	April – July 2015
D3 Diversity skills and awareness for frontline staff	Develop a diversity skills and awareness programme for front line staff with HR.	1. Detailed specification of training requirements developed. 2. Course designed and vendor procured through HR – Staff Development. 3. First/Pilot programmes delivered 4. Ongoing roll out of the programme	1, 3	Dec 2015 Jan-April 2016 May/June16 2016-2019

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D: Training **and Development**

Issue	Action	Deliverables	Objective	Timeline
D4 Leadership styles and capability	Work with HR to incorporate diversity awareness and skills in leadership development Programmes.	1. Diversity awareness and skills incorporated in leadership development Programme for Heads of School. 2. Rollout commenced.	4	Dec 2015 March 2016
D.5 Student and Staff orientation	Ensure that College vision for inclusivity of the TCD community, and the obligations of staff members are incorporated within the employee induction process. Ensure that student orientation processes promote College's vision for the inclusivity of the TCD community and enhance the Trinity welcome,	1. HR Induction handbook and HR presentation to College induction have been updated to specifically address diversity expectations and obligations. 2. College's vision, and practical supports for students, is presented at Post Graduate Student Induction. 3. Diversity content for S2S Undergraduate Student Mentors training is prepared and implemented. 4. S2S Training content is reviewed 5. Trinity's Diversity ethos is promoted in student mentored groups.	1, 2, 3	Sept 2015 Sept 2015 April-June 16 2015-19

E: Communication **and Engagement**

Action

Ensure that our vision for diversity is communicated comprehensively and positively, and that measures are adopted to ensure that the University community is involved in ensuring that inclusion is 'how things are' in Trinity.

Success Factors

1. Trinity has a strong digital presence observable to interested observers (e.g. potential students, staff and collaborators) as an inclusive organisation.
2. The Trinity community has the opportunity to be involved in exploring key diversity issues and to contribute their input.

Issue	Action	Deliverables	Objective	Timeline
E1 Information and awareness.	Advise the University community of Trinity's vision for diversity and inclusion, and the corresponding supports, services and obligations. Communicate the Diversity Statement demonstrating Trinity's commitment to diversity.	1. A Diversity and Inclusion website is live and updated as a comprehensive source of information, support and promotion of Diversity and inclusion. 2. The Trinity College Diversity Statement is communicated on an ongoing basis via website, information material and relevant processes. 3. The Diversity Statement is updated on an ongoing basis to ensure that our traditional values are reflected in the lived experience of a changing College community. 4. A range of communications actions are utilised to create broader involvement and ownership of Diversity and Inclusion, including structured engagement with Students Unions.	1, 2, 4	June 2015 June 2015 Sept – Dec 2016
E2 Student Unions, Clubs and Societies	Work with the Student Unions and the Dean of Students to promote diversity and inclusion with leaders of student clubs and societies, to foster an inclusive culture among the student body.	1. Training for Student Union representatives has enhanced Diversity and equality content. 2. A diversity and inclusion information and awareness programme for student leaders is introduced for student leaders. 3. Formal recognition of the role of Clubs and Societies in promoting Equality is promoted through a Trinity Equality Champion Awards scheme for Clubs and Societies.	1, 2	Sept 16- April 17 April 2016
E3 Wellness	Promote the University as an inclusive employer through accommodation of work life balance activities and atypical working arrangements.	1. Flexible work policies are promoted in conjunction with HR to support successful work life balance 2. Work with external stakeholders/social partners to highlight flexible working practices in the context of the current EC consultation on Work Life balance[4] and pending implementation of paternity leave legislation in Ireland. (Cross Ref Athena SWAN Action Plan C.1)	2	Oct-Dec 16 March – Oct 2016
E4 Promoting the participation of people with disabilities	Ensure University policies and processes support the full participation of students and staff with disability.	1. A mental health policy for staff is developed and approved 2. The student Mental Health policy and guidelines (2008) are reviewed 3. Trinity policy and guidelines in relation to Fitness to Study are reviewed. 4. The Code of practice applying to staff with disabilities (2009) is reviewed and updated.	2, 3	Nov 16 –Apr 17 June 2016 Jan-June 16 March-July 2016

E: Communication and Engagement

Issue	Action	Deliverables	Objective	Timeline
E5 Engaging the Trinity Community	Pilot and implement participative structures to ensure that inclusive policies and services are effective and continually driving best practice.	1. A rolling list of consultation exercises* on key themes is commenced. The first theme to be considered will be; 'The experience of international/ethnic minority members of the Trinity community, on campus and beyond.' *The process will involve a combination of short on line survey, listening exercises and potentially focus groups/working groups to encourage maximum participation. Potential themes are; What does inclusion mean for you? Mental Health : Gendered Experiences in Trinity: Combining work and family life, etc.	1, 2, 4	Jan 2017
E6 LGBT Inclusion	Leverage Trinity's membership of Diversity Champions[5] and participation in the Workplace Equality Index to develop an action plan for LGBT inclusion.	1. An LGBT specific action plan for the University is developed and implemented. 2. Establishment of a Trinity Staff LGBT Network is promoted and supported. 3. HR policies are revised to align with best practice re LGBT inclusion. 4. Trinity participates in the GLEN Workplace Equality Index (benchmark and awards). 5. LGBT visibility is promoted through support for internal LGBT events, and participation in external events. 6. A specific LGBT presence on the TCD Diversity and Inclusion web pages is created. 7. The roll out of agreed Training plan on Gender Identity and Gender Expression Policy to key frontline staff is completed. (See A2). 8. LGBT related material is specifically addressed in diversity training workshops.	1, 2, 3, 4	April 2016 Feb-Sept 2016 April 2016 June 2016 Ongoing May 2016 Jan 16-July 17 May-June 2016
E7 Age Friendly University	Develop an ongoing action plan for becoming a more age-friendly University, which will (a) ensure adoption of the 10 principles of the Age Friendly University, and (b) promote membership of the WHO Age-Friendly Communities Network as a long-term goal	1. An Equality Committee member is designated "Ageing Champion" to ensure that age inclusion is considered by university governance on an ongoing basis 2. Existing barriers to participation of older staff, students and service users in the full range of Trinity's activities are identified through consultation meetings with key stakeholders 3. Examples of best practice are identified and consulted (e.g. existing members). 4. Trinity formally adopts the 10 principles of the Age Friendly University 5. An age-friendly action plan for the University is developed and implemented to ensure that Trinity becomes an Age Friendly University. 6. A specific "Age-friendly Trinity" page is created on the Diversity and Inclusion and/or Equality website	2,3,4	May 2016 April –June 2016 May Sept 2016 Sept-Dec 2016 Dec 2016 June 2017
E8 Promoting equity of access to HE of currently under-represented student groups	Ensure that the student body entering, participating in and completing degrees in Trinity College reflects the diversity and social mix of Ireland's population.	1. Data monitoring of admissions, progression and completion figures for DSO, MSO and TAP, to ensure 25% of the UG student-body comprises underrepresented groups. (Cross Ref with action B3) 2. Support the development of outreach and post-entry progression programmes for DSO, MSO and TAP 3. Maintain robust admission of students from alternative entry routes, including Foundation Course, HEAR/DARE, and QQI, in line with the National Access Plan.	1,2,3,4	Sept 2016- 2020

5 Diversity Champions is the GLEN (Gay and Lesbian Equality Network) workplace programme assisting Irish employers in inclusion of LGBT staff

College Strategic Plan Goal 8.2	Enabling Strategic Actions
1. Embedding the commitment to equality and diversity in all policies and practices and further developing diversity awareness and training programmes	**A. Policy Formation and Implementation** Ensure that our vision for diversity and inclusion is supported through best practice policies that are rigorously implemented, and through introduction of diversity proofing in Trinity operations. **D. Training and Development.** Inform and educate the University community in relation to diversity and inclusion, and ensure particularly that front line staff, line management, and senior leadership receive appropriate development in managing diversity **E Communication and engagement** Ensure that our vision for diversity is communicated comprehensively and positively, and that measures are adopted to ensure that the University community is involved in ensuring that inclusion is 'how things are' in Trinity.
2. Advancing a structural change process to incorporate gender-balanced representation at all stages and levels, thereby enhancing the quality of Trinity's institutional decision-making	**B. Governance, Oversight and Administration** Ensure that Trinity governance is representative of the Diversity of the University community, particularly in relation to gender, and that our data in relation to diversity provides a comprehensive and reliable evidential benchmark for oversight and decision making.
3. Acting as a national leader to promote the introduction of the Athena SWAN Charter to Ireland and pursuing institutional and school-level Athena SWAN Awards, thereby providing a proven framework through which our position on gender equality in STEM subjects can be can be measured and improved	**C. Institutional Leadership through Accreditation, Recognition and Best Practice.** Promote and recognise diversity and inclusion at University, sectoral and national level on a sustainable basis. ATHENA SWAN ACTION PLAN (CGEL/SAGE)
4. Promoting the Equality Policy, Dignity and Respect Policy and the Gender Identity and Gender Expression Policy	**A. Policy Formation and Implementation** Ensure that our vision for diversity and inclusion is supported through best practice policies that are rigorously implemented, and through introduction of diversity proofing in Trinity operations. EQUALITY POLICY IMPLEMENTATION PLAN
5. Promoting the employment of people with disabilities, improving their retention and recognizing their contributions 6. Further developing our supports and training through projects like ConnectAbility	**E Communication and engagement** Ensure that our vision for diversity is communicated comprehensively and positively, and that measures are adopted to ensure that the University community is involved in ensuring that inclusion is 'how things are' in Trinity
7. Taking a leading role in sectoral and national initiatives to promote diversity and seeking to raise the university's profile as an inclusive organisation	**C. Institutional Leadership through Accreditation, Recognition and Best Practice.** Promote and recognise diversity and inclusion at University, sectoral and national level on a sustainable basis

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