



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Annual Report **2022-23**

www.tcd.ie

Members of the Board of Trinity College Dublin during the 2022-23 academic year were:

Ex Officio	
Linda Doyle	Provost
Orla Shiels	Vice-Provost/Chief Academic Officer
David Shepherd	Senior Lecturer/Dean of Undergraduate Studies
Neville Cox	Registrar
Eleanor Denny	Bursar/Director of Strategic Innovation
Elected/Nominated	
Darryl Jones	Fellows and Fellow Professors (2022-2026)
Louis Brennan	Fellows and Fellow Professors (2022-2026)
Norah Campbell	Fellows and Fellow Professors (2022-2026)
Caitriona Leahy	Fellows and Fellow Professors (2022-2026)
Khurshid Ahmad	Fellows and Fellow Professors (2020-2024)
Sarah Alyn Stacey	Fellows and Fellow Professors (2020-2024)
Rose-Anne Kenny	Fellows and Fellow Professors (2020-2024)
(Owen) Ross McManus	Fellows and Fellow Professors (2020-2024)
Inmaculada Arnedillo-Sanchez	Non-Fellow Academic Staff (2022-2026)
Sarah Browne	Non-Fellow Academic Staff (2022-2026)
Lorna Roe	Non-Fellow Academic Staff (2020-2024)
Fintan Sheerin	Non-Fellow Academic Staff (2020-2024)
John Walsh	Non-Fellow Academic Staff (2020-2024)
Kevin Byrne	Technical, Administrative and Support Staff (2020-2024)
Rachel Mathews-McKay	Technical, Administrative and Support Staff (2020-2024)
David Grouse	Technical, Administrative and Support Staff (2022-2026)
Gabrielle Fullam	Student Representative (President of the Students' Union) (2022-2023)
Chloe Staunton	Student Representative (Welfare Officer of the Students' Union) (2022-2023)
Zoe Cummins	Student Representative (Education Officer of the Students' Union) (2022-2023)
Matt Murtagh-White	Student Representative (Graduate Students' Union) (2022-2023)
Paul Farrell	External Member (nominated by a sub-committee of the Board) (2022-2026)
Andrea Nolan	External Member (nominated by the Minister for Further and Higher Education, Research, Innovation and Science, in consultation with the Provost) (2020-2024)
In attendance	
Peter Reynolds	Treasurer/Chief Financial Officer (in attendance ex officio)
John Coman	Secretary to the College (in attendance ex officio)
Orla Cunningham	Chief Operating Officer (in attendance, by invitation)
Emma Stokes	Vice-President for Global Engagement (in attendance, by invitation)
Victoria Butler	Assistant Secretary to the College (in attendance)

*Attendance at Board meetings and Board expenses are recorded in Appendix I and II respectively.
This document is available in accessible format on request (email: trinity.communications@tcd.ie)*

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UNIVERSITY ACTIVITIES

1. Academic Developments

1.1 World University Rankings

Trinity is ranked Ireland's leading university in the Quacquarelli Symonds (QS) World University Rankings, The Times Higher Education (THE) World University Rankings and the Academic Ranking of World Universities, Shanghai.

Trinity was ranked in 98th place in the world and 35th in Europe in the QS World University Rankings 2023 and in 161st position in the Times Higher Education World University Rankings 2023.

1.2 Quality

The focus of quality review activity in 2022-23 was on non-academic units as Schools continued to experience disruption in activities following the COVID-19 pandemic. Four reviews were conducted in the period, including three units and one thematic review. Unit reviews include Trinity Careers Service, Academic Affairs and the Quality Office. The thematic review was of Student Mental Health Services that incorporated the Student Counselling Service, College Health and the Disability Service. This was the first thematic review conducted in Trinity and was commended for its cross-cutting approach by the External Review Team. Trinity submitted an Implementation Plan addressing the Cinnte Institutional Quality Review recommendations to QQI (Quality and Qualifications Ireland) in April 2023.

New policies approved in 2022-23 include an External Examiner Policy – Taught Programmes, an External Examiner Policy- Research Programmes and an English Language Policy, all approved in June 2023. There was a focus of work in 2022-23 on External Examiner policies, systems and processes. A new External Examiner online Annual Report form was introduced by the Graduate Studies Office for postgraduate taught programmes which will be adopted by undergraduate programmes in 2023-24.

At a sectoral level, the Quality Office and Global Engagement Office were represented on the IUA Working Group for the International Education Mark (IEM) and consulted internally on drafts of the QQI Policy on Authorisation to use the IEM and the Code of Practice for the provision of programmes of Higher Education to International Learners. Trinity also consulted internally and provided feedback on proposals to review and revise the National Student Survey. Trinity achieved a 26% participation rate in the National Student Survey (Taught) and a 36% participation rate for the Postgraduate Research survey conducted in March 2023. The Survey will not be administered in 2024, to allow the design and pilot of a revised survey. Finally, the IUA Quality Officer Group was successful in receiving grant funding from QQI for a project on the External Examiner Peer Review of Assessment. Trinity External Examiners, Course Directors and Programme Directors engaged in a survey on the perception of the role and effectiveness of External Examining. The results of this project will be released in 2023-24 and is anticipated to inform national policy.

2. Education

2.1 The Trinity Community

Trinity is a community of scholars, made up of students, academic staff, administrative and professional staff. Diversity is at the heart of what makes Trinity distinctive, and it attracts students and staff from all around the world, and from all kinds of different socio-economic backgrounds and experiences.

In total, there were 21,380 registered students in 2022-23. A total of 14,986 (70%) were registered on undergraduate programmes, 6,280 (29.4%) on postgraduate programmes, and 114 (0.53%) on foundation courses. In looking at the EU vs non-EU cohorts, 17,072 (80%) were EU, 4,308 (20%) were non-EU and 66% were from the island of Ireland. The student population was 62% female, 38% male and 0.2% preferred not to say.

2.2 Admissions Statistics

In 2022, Trinity received 11,091 first preference CAO applications – an increase of 3.5% on 2021 (10,711), resulting in Trinity attracting 13% of all first preference applications across the university sector (18% in 2021).

A total of 78,012 applicants applied through the CAO for Level 8 courses in Irish higher education institutions, a decrease of 1.4% on the 2021 figure of 79,176. In 2022, 22,623 (23,878 in 2021) mentioned Trinity as one or more of their CAO course preferences.

In 2022, 675 (686 in 2021) new entrants with the highest points from their school achieved the minimum level or above. These students come from 460 different schools (499 in 2021); 429 from 31 counties on the Island of Ireland, together with candidates from 40 schools in 30 countries.

Out of the overall awardees, 237 students are studying Engineering, Mathematics and Science; 181 students are studying Health Sciences, 136 students are studying Arts, Humanities and Social Sciences and a further 122 were multi-faculty. Overall, 60% of the 675 awardees are female and 40% are male.

The Trinity Admissions Feasibility Study (TAFS) was launched in 2013 to investigate whether it might be possible to admit students to Trinity using a combination of Leaving Certificate results and supplementary assessments. Twenty-five places were set aside for the study: TR003 History (10 places), TR004 Law (10 places), and TR028 Ancient and Medieval History and Culture (5 places).

2.3 Scholarships

Foundation Scholarship is a University institution with a long history, high prestige and is a distinctive feature of student life at Trinity. A Scholarship at Trinity remains the most prestigious undergraduate award in the country, and it is an award that has undoubtedly helped to foster long-lasting links between many outstanding graduates and the University. A principal objective of Trinity is the pursuit of excellence: one of the most tangible demonstrations of this is the institution of Scholarship.

In the 2022-23 academic year, 62 students were awarded Scholarships on Trinity Monday 2023. Recipients of the scholarships represented all faculties: the Faculty of Arts, Humanities and Social Sciences (22); Faculty of Science, Technology, Engineering, Mathematics and Science (12); Faculty of Health Sciences (17); and multi-faculty (11).

2.4 The Curriculum – New Courses

The following postgraduate courses and modules were approved by the University Council in 2022-23. There were no new undergraduate courses approved by the University Council during this academic year.

PG	Name of Course	Degree award
PG	Diversity and Inclusion in Further Education and Training	MEd, PG Cert and PG Dip
PG	Christian School Leadership	MES with a Post Grad Dip exit
PG	Irish-Medium and Gaeltacht Education	MEd with a Post Grad Dip exit
PG	Statistics and Data Science Online	MSc
PG	Applied Social Data Science	MSc and MSc Top up
PG	Regulatory Affairs for Medical Devices	MSc with a Postgrad Dip exit

2.5 Commencements, Firsts and Gold Medal Awards

A total of 5,779 degrees were conferred (2,934 primary degrees and 2,845 higher degrees) in 51 commencement ceremonies in the 2022 calendar year. Eight hundred and ninety-five received first class honours at the degree examinations in 2022-23 and, of these, 127 were awarded Gold Medals.

On Friday 2 December 2022, honorary degrees were conferred on Noeline Blackwell, Dorothy Cross, David Ford and Alan Rusbridger at the Winter Commencements Ceremony in the Public Theatre. Noeline Blackwell has an unmatched contribution to the advancement and protection of human rights in Ireland over the last thirty years. Dorothy Cross is an Irish artist whose work is an essential inclusion in Irish State Collections and was the subject of a retrospective at the Irish Museum of Modern Art. David Ford is Emeritus Regius Prof of Divinity, University of Cambridge and was originally a foundation scholar of classics at Trinity who has shaped the field of theology and religious studies throughout his career. Alan Rusbridger has made a remarkable contribution as a fearless newspaper editor, becoming a champion of a freely available, online press, for which he helped develop a sustainable business model and for his commitment to increasing student access to Oxford University.

On Thursday 6 April 2023, to mark the 25th anniversary of the Good Friday Agreement, honorary degrees were conferred on Martin Mansergh, Monica McWilliams, Jonathan Powell, and Nancy Soderberg at a Spring Commencements Ceremony in the Public Theatre. Martin Mansergh served as a Senator, a TD and a Minister of State and his work behind the scenes in the lead up to the Good Friday/Belfast agreement was critical to the peace process. Monica McWilliams's contributions both to peace in Northern Ireland and to enhancing the role of women in multiple political contexts are unparalleled. Jonathan Powell was Downing Street Chief of Staff and was the chief British government negotiator on Northern Ireland who was by common consent one of the key elements in the forging of a settlement in Northern Ireland. Nancy Soderberg was President Clinton's Chief Advisor on Northern Ireland, and, in this role, she played a crucial role in the development of the peace process in the 1990s.

On Friday 16 June 2023, honorary degrees were conferred on Ugur Sahin, Beate Schuler, Joan Steitz and Özlem Türeci at a Summer Commencements Ceremony in the Public Theatre. Ugur Sahin is a trained physician and a professor of Translational Oncology and Immunology at the University of Mainz, and his research and teaching focused on mRNA immunotherapy. Beate Schuler is a philanthropist and advisor who founded a successful pharmaceutical company and became one of Trinity's most generous benefactors. Joan Steitz is the Sterling Prof of Molecular Biophysics and Biochemistry at Yale University Medical School, a leading scientist in her field and an educator of the highest calibre. Prof Özlem Türeci MD is a trained physician, academic researcher, and entrepreneur whose research focuses on leveraging patients' immune system to fight cancer and prevent infectious diseases.

2.6 Trinity Access Programme

For 30 years, Trinity Access Programme (TAP) has worked with, and for, thousands of students from traditionally under-represented backgrounds - supporting, motivating, and encouraging them to fulfil their individual potential.

TAP encompasses second-level pedagogy, alternative admissions routes to higher education, post-entry support and career development programmes for undergraduates. In addition, they also support teacher professional development and sustainable school-based programmes for deeper school cultural impact and community engagement.

TAP takes a lifecycle approach, engaging students from primary school through college graduation, and reaching out to lifelong learners to support their pathways to and through education. To date, 8,217 undergraduate students have entered Trinity through our alternative entry routes including those for mature students. We work with these students at every stage of their educational journey offering tailored post-entry supports and activities. More than 18,500 primary and secondary students engaged in our outreach programmes in the 2022-23 academic year.

TAP (including the Mature Students Office) is funded by the Higher Education Authority, through the Programme for Access to Third Level Education (PATH), the Department of Education as well as individual and corporate funders for the following initiatives:

- Schools Outreach
- Pre-University Preparation Courses: Foundation Course for Young Adults and Mature Students, Trinity
- University Access Partnership Courses: City of Dublin ETB Colleges (Liberties, Pearse and Plunket College)
- Pathways to the Professions Programmes (including Law, Business and STEM)
- Post Entry Progression Programme
- Research & Data
- Schools of Distinction
- Bridge to College Programme
- College Awareness Week (CAW), PATH initiatives including community mentoring, Dublin Learning City Festival, Creative Arts Summer School, 1916 Bursary & Traveller and Roma Outreach activities

There were 203 admissions to Trinity through TAP in 2022-23. Additionally, 173 admissions were facilitated via the Mature Student Office.

TAP works with Delivering Equality of Opportunity in Schools (better known as DEIS schools) with a legacy of low progression to third level. TAP works with 75 schools across the wider Dublin area, 40 are closely linked primary and secondary-level schools and another 35 schools are involved through the Schools of Distinction programme, or through partnerships with organisations like Citywise Education. TAP, with the assistance of over 20 Trinity departments, enabled approximately 20,000 students, parents and teachers to participate in activities during 2022-23. These included campus tours, student workshops in coding, journalism, debating, European languages and cultures, digital skills, the Pathways to Law, Business and Technology programmes and the TAP Summer School. There were over 1,100 direct teacher engagements through “teachmeets”, post graduate courses and the teacher fellow programmes.

TAP continues to extend a suite of post-entry support, activities, and career development programmes, alongside financial aid tailored for undergraduates who have joined Trinity via alternative admissions pathways. These students encompass a diverse spectrum, meeting many criteria, including being first-generation college students, coming from economically disadvantaged backgrounds, or having attended DEIS schools. Financial strains often weigh heavily on students from low-income backgrounds, fuelling anxiety about sustaining themselves throughout their college journey and prompting thoughts of discontinuation. TAP remains steadfast in its commitment, offering vital financial assistance sourced from the generosity of corporate supporters, alumni, and individual benefactors.

Annual funding is also made available through the ESF/SAF fund. During the 2022-23 academic year, there were 914 students registered with TAP. Of these, 95% are in receipt of financial assistance. There were 327 students in receipt of a philanthropic TAP scholarship (36 % of all undergraduate students registered with TAP).

The Foundation Course in Trinity and the University Access Courses delivered in partnership with Pearse, Plunket and Liberties College, cater for up to 125 students each year. These courses offer another way into Trinity for young adults and mature students whose social, economic and cultural experiences have prevented them from going to college. The courses are designed to enhance students' academic abilities and provide a solid foundation for degree level studies.

Enhancing partnerships between Further Education and Training (FET) and Higher Education is a key objective of the University and the National Access Plan with a mission of diversifying admission routes to the college by developing a targeted recruitment strategy, orientation and support for FET students. Trinity has committed to increasing numbers of applicants to the University from Level 5/6 FET Awards. This has resulted in the expansion of existing FET routes and the establishment of new progression pathways across all Faculties in the University.

Since its establishment in 2014, the College Awareness Week campaign (CAW) has grown year on year. Each year, schools, universities, colleges of further education, libraries and more, host unique events to promote a college-going culture within their communities. 2022 saw CAW reach over 163,000 participants with events taking place in every county in Ireland. This included 60% of all DEIS schools in Ireland. CAW also served as the platform for PATH community mentoring, a programme comprising six higher education institutions, which saw 266 mentors volunteer in their communities, benefiting over 2,500 participants.

2.7 Online Education

Trinity continued its commitment to online education in 2022-23. From anywhere around the world, students could access a range of Trinity-developed course materials. Developed as part of the University's strategic goals for online education, fully online postgraduate courses have been available since 2014. Many existing courses were updated during this period to keep learning content current and in line with best practice.

In 2022-23 Trinity launched Year 2 of the new fully online MSc and PG Dip in Pharmaceutical Manufacturing Technology for the first cohort of students on the course.

Fully online modules were created and delivered for the blended MSc in Smart Medicines in the School of Medicine and for the blended and hybrid PG Diploma in Engineering for Climate Action in the School of Engineering.

Three new fully online micro-credentials in Digital Technologies in Human Services, Equality, Diversity, and Inclusion: Policy & People, and in Domestic Violence were developed and delivered in the School of Social Work and Social Policy. A new blended micro-credential in the Application of Simulation in Healthcare was developed and delivered by the School of Nursing and Midwifery.

Trinity continues to support global-learning communities through the provision of high-quality, open-access courses (MOOCs) in partnership with FutureLearn. In 2022-23, over 5,000 learners signed up for Trinity MOOCs. Popular MOOC courses included The Book of Kells, Journey to Birth, Achieving Sustainable Development and Identifying and Responding to Drug and Alcohol Addiction.

2.8 International Agreements

Trinity works with over 300 partner universities around the world which include joint programmes, collaborative projects and student and staff exchanges.

New partnership initiatives in 2022-23 included:

- The School of Engineering and the Fu Foundation School of Engineering and Applied Science at Columbia University launched a new dual master's degree. Students on this programme graduate with the MAI from Trinity and an MSc from Columbia.
- Trinity expanded the relationship with LASALLE College of Arts in Singapore. The MoU was renewed to include new joint initiatives around Creative Brain Week, the International Music and Aging Seminar and student exchange.
- The Centre for Forced Migration Studies developed new partnerships with UC San Diego, Boston College and the University of KwaZulu-Natal.
- New exchange opportunities were developed with Takasaki University of Health and Welfare, Jordan University of Science and Technology, and the University of Colorado Boulder.
- Trinity renewed the agreement with the University of California and celebrated the 50th anniversary of student exchange between University of California and Ireland.

Trinity is a founding member of the CHARM-EU University Alliance. Originally comprising five European universities, the Alliance now includes Trinity, the University of Barcelona, Utrecht University, the University of Montpellier, Eötvös Loránd University Budapest, the University of Würzburg, Hochschule Ruhr West, Åbo Akademi and the University of Bergen. The Alliance has added new streams to its Masters in Global Challenges for Sustainability for students who wish to specialise in the themes of water, food and life & health.

CHARM-EU continues to develop and expand the effectiveness of the existing co-operation between its partner universities.



3. The Student Experience

The 'Trinity Experience' extends beyond the curriculum to a rich tapestry of student clubs and societies that equip students for a life of leadership and civic participation. The tutorial service for students also contributes to the personal ethos.

3.1 Student Support Services

At the heart of all the University's activities is the commitment to the intellectual and personal development of all its students. To enhance the student experience, support services offer a comprehensive range of administrative and support services including Accommodation, Academic Registry, Catering, Student Learning Development, Tutorial Service, the College Health Centre, Counselling Services, Disability Office, the Chaplaincy, Careers Advisory Service, the College Day Nursery, Transition to Trinity and Trinity Sport. These services ensure that the welfare of students and their social, cultural, and emotional development are provided for and managed in a balanced and holistic manner.

3.2 Student Achievements

During the 2022-23 academic year, students and student societies were successful in many areas. Notable achievements this year include:

Five students received the first Three Ireland Connect to STEM scholarships for women worth €20,000 each over a four-year degree programme. The scholarship aims to attract women from Ireland to study STEM subjects at Trinity.

Ryan McGowan won the prestigious Hamilton Prize given by the Royal Irish Academy as the top student in his programme in the School of Mathematics.

Student group Ecode won the Launchbox 2022 student entrepreneurship competition. Ecode was founded by Trinity students Elise Vens, Emmet Lowry, and Nathan Gaborieau, who invented a circular fashion communication platform that empowers consumers to make more informed, sustainable decisions online and in-store.

Pharmacy graduates Bidemi Afolabi and Lauren O'Reilly created ProMotion Rewards to help brands understand consumer behaviours. The company secured €725,000 in pre-seed investment led by Laidlaw Scholars Ventures (LSV) with participation from Delta Partners and Enterprise Ireland.

Children's Books Ireland and the School of English awarded Trinity student Linde Vergeylen the 2023 Inclusivity Partnership Award. The partnership enables researchers to work closely with experts in the area of children's books to investigate key issues in contemporary publishing for young readers. Under the supervision of Dr Pádraic Whyte, Linde will lead an investigation into the representation of disabilities in Young Adult verse novels.

Societies

The Central Societies Committee (CSC) continued to support student-led societies to engage the student population in Trinity and facilitate a multitude of activities and events throughout the year.

The Freshers Fair took place over three days in September during Freshers Week, to welcome new and returning students to campus. The 120+ societies continued to adapt to being back to in-person activities, however they have carried forward valuable learnings from the experience of lock down. They have adopted a fully online society sign-up hub to allow members of the Trinity community to easily sign up to societies anytime. The societies have implemented hybrid options at some events, in an effort offer alternative ways of accessibility.

Highlights of the events organised by student societies during the year include:

A Traditional Irish Music Battle of the Bands in association with Trinity Jazz Soc, DU Music, DU Alternative Music Society and Trinity College Singers was held this academic year with great attendance and engagement by students.

DU Film Society held a 48-hour Film Festival. This is a competition designed to get as many people as possible involved in producing a film, shot simply on smartphones, opening film making up to those who do not have access to intricate equipment. Each student, no matter how film-savvy they were, had their own short screened in front of a large audience. This was followed by an award ceremony for the films with great engagement overall.

The Philosophical Society (the Phil) held a debate called 'The EU in Ireland.' This debate centred on 50 years of Irish Membership in the European Union. The event started in the Exam Hall and included a State visit from the President of the EU Parliament Roberta Metsola, An Taoiseach Leo Varadkar and an address from Provost Linda Doyle. The event included a formal address from the aforementioned as well as an address from the Phil's president. Ambassadors from all EU member states were present, in addition to Ireland's 12 MEPs. The Gold Medal of Honorary Patronage was then presented to President Metsola.

The Korean Society proved to be a small society with a significant impact. It continued to foster a growing community of students and staff who get to better appreciate and experience all aspects of Korean culture, not just K-Pop, but also its history, language, cuisine, and philosophy. They demonstrated this by holding diverse and consistent events which resulted in high attendance and engagement with members. The society's ethos of inclusion and accessibility was evident and helped members feel more welcome, which resulted the society in winning multiple awards at the Annual Society of the Year awards including the coveted Best Overall Society.

Sport

Everything we do at Trinity Sport is about helping people to participate more and perform better so that together we realise our potential. Trinity Sport has been implementing 'Realising Potential: A Strategy for Sport and Physical Activity 2022-26' with a vision to put 'sport at the heart of the Trinity experience' and a focus on Equality, Diversity and Inclusion which is embedded throughout the strategy. Trinity Sport continued to roll out the Trinity led 'Mind, Body, Boost' project across seven European Institutions. A 'Community Athletics Hub' was launched at Iveagh Sports Grounds in collaboration with Athletics Ireland. State of the art indoor sporting facilities were opened at Printing House Square to cater for a range of sports and activities including squash, GAA handball, racquet ball and Olympic target shooting.

Trinity Sport Centre

The usage of the Sport Centre is increasing with 301,353 attendances from September 2022 to August 2023. Seventy-one percent of users were students, which was a 57% increase on the same period in 2021-22. For the ninth consecutive year, we achieved the highest standards in the national quality awards for sports facilities.

Recreational Events and Challenges

The campus run series was a huge success and included the 2km dash in October, the annual reindeer run in December and the annual 5k run in March with 410 total participants which consisted of 71% Students, 15% Staff and 14% community members. The 12-week swim for a mile programme started in January and ended with 90 participants swimming a mile at the end of the programme swim event. The ever-popular UV sports returned with two events during the year with 59 students participating.

The highlight of the year from the recreational challenge perspective was Walktober and Marchaton. Trinity's participation in the national transport authority step challenge featured 55 teams and 220 participants in Walktober 2022 with an outstanding 14,626,227 steps completed. There were 57 teams and 239 participants in Marchaton 2023 with 16,301,645 steps completed by the participants.

Social Sport and Intramural leagues

The social sport programme has continued to grow in popularity amongst students, with several new programmes added this year. The five-a-side intramural programme was at full capacity with 96 teams participating across both semesters and 610 students participating. A new three-on-three basketball league was introduced and featured 23 teams totalling 69 participants while social basketball boasted 61 participants. Touch rugby had 50 regular participants and the social volleyball programme included 31 female participants. A total of seven participants took part in the learn to play GAA programme while round net returned with 69 participants across three sessions. The social walk/run programme featured 37 concurrent participants across the year while 22 participants took part in the couch to 3k programme in the second semester. Social sport was also delivered in student residential areas located in Trinity Hall, Dartry and include five-a-side football and three-on-three basketball.

Erasmus+ Sport Project – Mind, Body, Boost

The Trinity Sport-led Erasmus+ funded project 'Mind, Body, Boost' (MBB) continued to go from strength to strength this year. We moved into the final year of the three-year project in collaboration with our seven European partners. The aim of the MBB project is to encourage inclusivity and equality through sport by creating a safe health and fitness environment for third level students who need physical and mental health support.

Several key milestones were achieved in 2022-23 as the project completed the final interventions across seven campuses in Europe and moved to the 'Evaluation & Dissemination' phase. Several intellectual outputs were developed and refined this year including:

- Best practice handbook & toolkit
- 21 Interventions delivered across seven European campuses with 379 unique participants
- App for participants
- Project website

The MBB Best Practice Handbook and Toolkit includes an overview of the programme, the structure and layout of each session as well as recommendations from each of the partners on how best to deliver the project. The project has been an enormous success with almost 80% of student participants reporting a positive change in their health behaviours after completion of the programme and over 90% of participants reporting positive responses to the programme delivery, with accessibility, support and programme effectiveness receiving high praise. The project moves to the final stages of delivery over the next few months with the Evaluation Report to be completed and full results disseminated.

The project partners include Trinity (project lead); National University of Ireland, Galway; University of Stirling, Scotland; University of Limerick; European University of Lisbon, Portugal; The Technical University of Munich, Germany; Vilnius University, Lithuania and 'It's Great Out There Coalition,' Belgium.

Sport Club Performances

Trinity sport clubs had some notable performances last season. Highlights include Trinity Basketball men winning the Basketball Ireland Division Two League title and a basketball intervarsity title; Trinity Meteors reached the National Cup Final and finished 3rd in the Super league; Trinity Volleyball won both the men's and women's Student Sport Ireland/Volleyball Ireland Tier One Cup and the men's team were also league champions. The men's and women's Boat clubs took home the Sally Moorehead Trophy and the Dan Quinn Shield (respectively) from the Colours Boat Race 2023, while Trinity Sailing also won the Colours title against UCD. Trinity Women's Hockey team won the Chilean Plate at the Hockey Intersvarsity's while Trinity Climbing also won the overall team title at the Climbing Intersvarsity's event.

The Trinity Sport Awards took place on in May at the Royal Marine Hotel. Eleven awards and the Pinks ceremony were announced during the awards ceremony. The annual awards are open to all sport clubs, and they acknowledge the extraordinary commitment made by the sporting community at Trinity. The 10th Annual Awards were presented by broadcast journalist, Maire Treasa Ni Cheallaigh and the highly coveted Sport Person of the Year went to Ryan Baird. 'Team of the Year' went to Trinity Volleyball men's team and 'Performance of the Year' went to Trinity Women's Rugby team.

Scholarships and High Performance

Sixty sport scholarships were awarded across 13 sports for the 2022-23 academic year, including 33 Club Academy scholars.

The recipients included:

- Tokyo 2020 Olympian and Captain - Katie Mullan (Hockey)
- Ireland Senior Rugby Players – Ryan Baird, Joe McCarthy, Kathryn Dane & Meabh Deely
- Irish Senior Basketball Internationals – Dayna Finn and Sarah Kenny
- Irish Senior Cricket players – Rebecca Stokell and Leah Paul
- Gavin Hoey (Cricket), Sadhbh Doyle (Soccer) and Harry Sheridan (Rugby) were awarded the Trever West scholarship for their fantastic contributions as ambassadors and role models for student sport in Trinity.

A considerable number of our sport scholars were selected to represent Ireland at different age groups, including 11 student athletes who represented their country at senior international level. The Sport Scholarship Award Ceremony took in the Dining Hall on campus in November. As part of the awards ceremony a Dual Career themed Panel discussion was held with student athletes Rebecca Stokell, Joe McCarthy, and Katie Mullan.

4. Research Activities

4.1 Research Funding

Research activity (measured based on research expenditure) of €125.9m represents an increase of €10.6m (9.2%) on prior year levels with an exchequer to non-exchequer ratio of 63:37. This is the second year where research activity exceeded €110m. The value of new awards secured in the year amounted to €111m (2021-22: €125m) with an indirect cost rate of 21.1% (2021-22: 20.2%).

In 2023 there were over 1,736 active research accounts led by 595 Principal Investigators with research activity supporting around 2,791 individuals (1,905 staff and 886 PhD students).

€39.1m of research activity was the subject of 55 audits throughout the year with no significant findings.

Source of Research Funding	Year ended 30 Sept 2023
Science Foundation Ireland	35.5%
Commission of the European Union (EU)	18.3%
Irish Research Council	8.7%
Enterprise Ireland	8.0%
Other non-exchequer	7.5%
Health Research Board	7.0%
Industry	6.4%
Charity	4.4%
Irish Government / State Agency	4.2%

4.2 Scholarship and Award Success

Trinity staff members continued to excel in research achievements and received national and international distinction and funding. Among the awards received by Trinity researchers were:

Prof Orla Sheils, Vice-Provost and Chief Academic Officer, was named a Doctor in Science in recognition of her outstanding contribution to the advancement of knowledge. Prof Sheils was also elected as a member of the Scientific Council of the International Agency for Research on Cancer for 2024-27, which is a cancer research agency of the World Health Organization that supports cancer prevention research.

The 2023 Academy Gold Medal in Humanities was awarded to Prof Jane Ohlmeyer MRIA and the 2023 Academy Gold Medal in the Physical and Mathematical Sciences was awarded to Prof Jonathan Coleman MRIA. Prof Ohlmeyer was also elected a Fellow of the British Academy for 2023.

Prof Orla Hardiman was named the 2022 SFI Researcher of the Year. She was also honoured by the Health Research Board (HRB) in January with the Impact Award 2023. Prof Hardiman is a clinician scientist and a world authority on the causes, diagnosis, and treatment of Amyotrophic Lateral Sclerosis (ALS)/ Motor Neuron Disease (MND).

In January, Prof Cliona O'Farrelly was honoured as a Fellow of the American Association for the Advancement of Science, the world's largest general scientific society and publisher of the Science family of journals. Cliona is globally recognised for her work in helping us to better understand how the immune response works, and for her efforts in developing ways of controlling that response.

The School of Medicine marked the appointment of the first ever female Regius Professorship of Physic (1637) at Trinity, Regius Prof Rose Anne Kenny in July.

The Virtual Record Treasury of Ireland team was awarded the Ellis Prize by the Archives and Records Association, marking the first time the prize has been presented to a group rather than an individual. The Virtual Record Treasury of Ireland is a research programme working to digitally recreate the state archives destroyed by fire in 1922.

Trinity researchers Profs Matthew Campbell and Sarah Doyle are leading a €3.2m project targeted at degenerative retinal diseases called EYE-D. This project will target diseases that can result in severe loss of vision and are estimated to affect 224,000 people in Ireland, and 40 million people worldwide.

Eleven researchers from Trinity received Irish Research Council Starting and Consolidator Laureate Awards for 'curiosity-driven' frontier research. Their research areas range from novel approaches to treatment for diseases such as cancers and chronic obstructive pulmonary disease, 6G technology development, interculturalism in rural Ireland, changing storm patterns and the communication of climate science. A total of €24m will be spread amongst 48 projects in Ireland.

The School of Medicine received six HRB Knowledge Transfer Awards in November. A diverse range of research areas received these awards: trauma-informed care for safety and empowerment of patients in acute and emergency settings, empathy-based eLearning outreach programmes for professionals caring for patients with Huntington's Disease, and a study to engage, educate and encourage participation of patients and family in the understanding and treatment of rheumatoid arthritis.

Drs Lara McManus, Mark Mitchison and Matthew Walters won Royal Society University Research Fellowships that will allow them to build their research careers at Trinity. The three were successful in the Science Foundation Ireland-funded programme, which is designed to help outstanding scientists realise their potential by becoming leaders in their fields.

Eight Trinity researchers featured on the Highly Cited Researchers 2022 list: Profs Valeria Nicolosi, Andrew Bowie, Stefano Sanvito, Brian Lucey, Padraic Fallon, Luke O'Neill (in two separate fields) and Jonathan Coleman all appear, while Patrick Devine-Wright, based at the University of Exeter but who holds a secondary affiliation with Trinity, completes the list.

In November, Dr Kenneth Silver, Trinity Business School, Dr Colm Delaney, AMBER and Dr Elaine Corbett, TCIN, received the coveted ERC Starting Grant awards worth up to €5m. The Starting Grants support excellent Principal Investigators at the career stage at which they are starting their own independent research team or programme.

At a ceremony in France, researchers from the Trinity Centre for Practice and Healthcare Innovation received the 'Silver Eco and Ageing Well International Award' in recognition of the 'SEURO European H2020 project' as a key research project advancing innovation in the field of ageing well.

Trinity researchers received €5.7m in investment in research infrastructure projects through the SFI Research Infrastructure Fund. The recipients were Dr James Meaney, Clinical Professor, Surgery; Prof Redmond O'Connell, Neuroscience and Dr Stephen Dooley, Associate Professor, Physics.

Trinity researchers Drs Sarah Doyle and Marius de Leeuw secured prestigious ERC Consolidator Grant awards in January. They will explore how we can harness our immune system to fight blindness and seek models that could help us understand and explore uncharted sub-fields of physics.

In March, ERC Advanced Grant of €2.5m was awarded to Prof Jane Ohlmeyer for her VOICES project, which works to recover the lived experiences of women in early modern Ireland.

Dr Susan Murphy was awarded an ERC Starting Grant of €1.5m to work toward transforming the field of international development governance theory and practice.

Prof Ed Lavelle from Trinity's School of Biochemistry and Immunology won the Irish Society for Immunology Annual Award for his significant contribution to Irish immunology research and education. Twelve Trinity projects received funding from Science Foundation Ireland across a range of research disciplines. A total of 62 grants valued at €42m to support research across 13 Higher Education Institutions through Science Foundation Ireland's Frontiers for the Future Programme were announced in May.

Prof Christine Casey in the School of Histories and Humanities won an ERC Advanced grant valued at €2.5m in July. The funding is for a five-year project entitled STONE-WORK which will reassess the history of architecture in Britain and Ireland through the medium of stone.

Dr Tamara Boto from the Department of Physiology and the Institute of Neuroscience won a Wellcome Career Development Award valued at €1.8m. She studies how features of importance, or salience, are processed in the brain, and how they affect memories, in health and disease.



5. Innovation and Commercialisation

In October 2022, Trinity Research & Innovation (TR&I) underwent a restructuring, emerging as Trinity Innovation & Enterprise (TrI&E). As part of this reorganisation, the Research Development Office was integrated into the Office of the Dean of Research. This is now collectively known as Trinity Research. During this period, TrI&E comprised of Knowledge Exchange (KnEx), Research Contracts & CONSULT, Portal, EI Technology Centre and Learnovate. In May 2023, Tangent and the Tower at Trinity East were integrated under TrI&E. It is planned that Portal, in the period 2023-24 will serve as both a virtual gateway into Trinity and a physical hub that will be situated at Trinity East. External engagement with TrI&E supports will be facilitated through Portal.

Key highlights:

- Trinity Innovation Awards were held in November 2022 in the Dining Hall. Prof Orla Hardiman won the Provost's Innovation Award and Prof Werner Blau won the Lifetime Achievement Award. Other awardees included Profs Marco Ruffini, Ed Lavelle, Lewys Jones, Ian Donohue, Mary McCarron, Peter Crooks, Jacinta O'Sullivan, Stephen Dooley, Ann-Marie Healy, Nessa McNiff and Ann Devitt.
- Dr Michelle Olmstead started as Chief Innovation and Enterprise Officer in May 2023.

KnEx (Technology Transfer Office) highlights:

- The Technology Transfer Strengthening Initiative-3 (TTSI-3) which has been funding the KnEx team (including a patent budget) for the past seven years ends in December 2023. In March 2023, Trinity submitted a major bid for new funding (2024-2027) under the new KTBoost programme. Funding for this programme (€34m nationally to support Technology Transfer Offices) will come from the European Regional Development Fund (ERDF) and Enterprise Ireland.
- Four new campus companies were approved in 2022-23 period: two in the health space (Ulysses Neuroscience and Starling Surgical), one in ICT (Darwin & Goliath) and one in the physical sciences space (turboTEM). In addition, five Trinity high potential start-ups (HPSUs) were approved by Enterprise Ireland in 2022-23 (Parvalis Tx, Akara Robotics, Lir Labs T/A Swan, Ulysses Neuroscience and Digital Rehabilitation (T/A Vertigenious) – a joint spinout between Trinity and RCSI in healthcare.
- We continued to see significant investment into Trinity campus companies in 2022-23 in equity and non-equity funding. Swan, Biologit, Senoptica, Head Diagnostics, CroiValve, Parvalis and AilseVax have raised more than €15m in pre-seed and follow-on funding.
- MedTech Innovator (in partnership with MedTech Strategist) was co-hosted by Trinity and RCSI in April 2023. Trinity's Plio Surgical was selected as one of five finalists for the 2023 Vision award competition at the MedTech Innovator Summit in California in June 2023 and were selected for the MedTech Innovator 2023 Accelerator.
- Cellix Ltd, a Trinity campus company founded in 2006, was acquired by Randox Laboratories.
- Knowledge Transfer Ireland Impact awards were held in November 2022. Trinity won two out of the four awards with SilverCloud Health winning the Commercialisation Impact award and Proverum Medical winning the People's Choice award.
- Across the two University Bridge Funds, Atlantic Bridge has invested in nine companies from Trinity (39 total).
- Irish Knowledge Transfer Association (IKTA) inaugural conference was held in the Trinity Business School in May 2023. Dr Gordon Elliott (Chair) and Emma O'Neill (Secretary) have been instrumental in setting up the association. IKTA represents the interests of all the Universities and Technical Universities across the island of Ireland.
- BioEquity Europe's academic spinout track was co-hosted by Trinity and RCSI in May 2023. Three RCSI spinouts and three Trinity spinouts (AilseVax, Vizarii Therapeutics, Parvalis Therapeutics) presented.
- Three Trinity startups (Darwin & Goliath, TiLT and Vzarii) pitched their business idea at EI's 'Big Ideas' showcase.

Intellectual Property metrics

- The KnEx office received 57 disclosures of novel intellectual property created by Trinity researchers, filed 14 new patent applications, and granted 21 commercial licences across a broad range of sectors. The formation of four new Trinity campus companies were approved in 2022-23.

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Invention disclosure forms	80	62	55	48	54	57
Patents	19	13	27	16	16	14
Licences	27	16	26	32	22	21
Campus and spin-out companies	5	4	5	8	3	4

* Refers to licences, options and assignments

Industry Team Highlights

Enterprise partners invested €7.8m in research programmes during 2022-23 (as measured by industry awards executed). Some highlights from the year include:

- The Trinity Quantum Alliance was launched May 2023 (hosted by CRANN) bringing together experts from industry and research to collaborate on innovative projects in quantum science and technology, simulation, education and computation. The Alliance's founding partners include Trinity, Microsoft, IBM, Horizon Computing, Algorithmiq and Moody's Analytics.
- €3.2m funding announced for the EYE-D Strategic Partnership led by Profs Sarah Doyle and Matthew Campbell. The partnership involves Roche, Disarm/Eli Lilly, Progressive Vision Research, and Fighting Blindness Ireland. Cumulatively, these groups will fund €1.6m to advance various research programmes focused on identifying the underlying causes of degenerative eye diseases.
- Continued investment in the Precision ALS Spoke programme by industry partners of €2m throughout 2022-23 further enabled important research to uncover new insights in our understanding of Motor Neuron Disease (MND).
- The Climate+ Co-Centre was awarded €41.3m in September 2023. The research centre led by Trinity's Prof Yvonne Buckley is a tri-jurisdictional research centre to address challenges of climate change, biodiversity loss and water degradation on the islands of Ireland and Britain. The centre is funded by SFI, Northern Ireland Department of Agriculture, and the Environment & Rural Affairs and UK Research and Innovation with funding support from 29 industry partners.

Consultancy

Key highlights of Trinity's Managed Consultancy Unit, CONSULT Trinity include:

- 48 consultancy agreements were signed with a total contract value of €655,502.
- There was receipted income of €617,623.
- Regular outreach activities were organised during the year such as the networking lunch hosted by CONSULT Trinity in September 2023. It was opened by the new Chief Innovation and Enterprise Officer Dr Michelle Olmstead and included case studies and presentations from service users.

Research Contracts / Funding awarded

- During the 2022-23 academic year, 1,053 proposals valued at €553m were curated by the Research Development Office.
- In 2022-23, the Research Contracts Office processed 1039 research contracts with a combined total value of €156.3m. Of these, 801 contracts were awarded to Trinity (worth €126.8m) and 238 contracts were issued from Trinity to external entities (to the value of €29.5m). SFI awarded a total of €29.4m to Trinity, EU Horizon Europe awarded €32.6m and Enterprise Ireland awarded €6m.
- Prof Wolfgang Schmitt was awarded a €2.5m EIC Transition Award to develop his direct air carbon (CO₂) capture technology.
- The SFI funded ARC Hub (Accelerating Research to Commercialisation) programme was launched in June 2023. This is a significant award (~€100m funded by ERDF, to fund 2-3 centres nationally). Prof Vincent Kelly submitted a stellar proposal in the field of therapeutic innovation, as the lead applicant, with RCSI and UCD as co-applicants.
- Enterprise Ireland's Innovators Initiative was launched in 2022 – this is an immersive needs-led innovation accelerator. In 2023, Trinity put in a bid with RCSI (as the lead RPO), DKIT, Tyndall and DCU in the area of Digital health (DigiBio).
- Members of the Contracts team actively participated in the Higher Education Research Contracts Group ('HERCG') and various working sub-groups. The HERCG aims to promote and facilitate interaction between personnel working involved in research contracts across the Higher Education Sector in Ireland. In doing so, the HERCG has streamlined the contracting process for research through the creation of template contracts, clauses and other documents (guidance documents), and sharing of information including but not limited to systems, procedures, and processes, all of which have enhanced communication and harmonisation of approach across the sector to enable the timely commencement of research projects.

5.3 LaunchBox and Blackstone LaunchPad

The highly regarded student incubator programme LaunchBox, Tangent's Student Accelerator, has supported over 110 start-ups that have gone to raise over €100m in funding and investment since its inception in 2013. Past alumni include TouchTech Payments, who were acquired by Stripe for €9m in 2019, Artomatix who were acquired for over \$60m in 2019, and social enterprise Foodcloud who to date have distributed over 100m meals across the UK and Ireland through reducing food waste.

Ten student-led start-up teams were selected to participate in LaunchBox over the summer of 2023, benefitting from coaching, expert advice, seed funding, and access to incubator space and facilities.

Participants on the programme this year included the sustainability focused Souper Fresh who make delicious soups from whey, a waste product from cheese manufacturing; Neuro Sound who have developed a hardware device and software to monitor an individual's risk of stroke, and MicroDoc a paperwork assistant for medical practices.

The winner of LaunchBox 2023 was Fam World. Founded by Robert Davitt and co-founder Rohan Perrera, Fam World has created a platform that connects young travellers under 18 with host families, akin to the "Airbnb of student travel."

LaunchBox is just one avenue through which Trinity students, both undergraduate and postgraduate, can nurture their entrepreneurial skills. Tangent, Trinity's Ideas Workspace, offers a wide range of programmes for students, staff, alumni, and the public, with its Open Incubator programme, hackathons and innovation challenges, masterclasses, postgraduate education, mentorship, and access to the start-up ecosystem nationally and internationally.

6. Human Resources

Human Resources advances the University's vision by empowering and enabling Trinity's people to flourish. HR supports and strengthens individuals, teams and the University performance and we do this by developing and delivering solutions that enable Trinity to foster an effective and flexible organisation, which values all members of its community equally. Our HR Partner Team is the conduit through which many of our HR services are delivered to the College Community.

Our work falls under three main pillars:

- People Capability
- People Advocacy
- People Operations

6.1 People Capability

The recruitment activity continued to grow across Trinity with new record recruitment levels in 2022-23 with a broad range of roles being filled encompassing all University activities: academic positions (159) of which there were seven Professor Chairs; Professional and Support (545) including roles across Technical, Management and Administrative, Buildings and Services and Library positions.

During the year, 15,927 applications were received, which is an average of 22 applications per vacancy. Six-thousand two-hundred and five people were shortlisted for interview and 671 job offers were issued. From the offers made, 95% were accepted by the preferred candidate.

Two-hundred and sixty-nine Trinity staff moved roles internally during the year, with 64% of those appointed moving to positions at a higher grade. Voluntary attrition continues to be low at just 2.8%. Many of the replacement vacancies were created due to people changing roles, which demonstrates good opportunity for career movement. The numbers of researchers also continue to increase with 580 research fellows and 421 research assistants engaged with Trinity over this period.

Academic Promotion and Progressions

Prior to the Senior Academic promotions call (SAPC) 2021 opening, an interim review of the process was conducted and identified several changes that could be made immediately to improve the process for the 2021 call.

The Board approved the following changes for the 2021 SAPC call:

- Devolve decision making for promotion to Associate Professor and Professor in to faculty level
- Devolve decision making for promotion to Senior Lecturer/Consultant and Associate Professor/Consultant to faculty level (School of Dental Science/DDUH)
- Senior Academic Promotions Committee continues as is for Professor of (Personal Chair) and Professor of (Personal Chair)/Consultant (School of Dental Science/DDUH)
- Senior Academic Promotions Committee continues as is, for retention cases
- New Faculty Senior Academic Promotions Committees proposed with up to 11 members
- Vice-Provost to Chair all Faculty Senior Academic Promotions Committees
- Junior Academic Progressions Committee to be Chaired by nominee of Vice-Provost
- Simplified referee process – candidate to submit the names of six external referees in preferred rank order

Following this, the Senior Academic Promotions Call 2021 opened on 28 October 2022 and closed on 15 December 2022. As a result of the changes to the process it was possible to issue the outcomes to candidates on 5 April 2023.

The 2021 call was supported by information workshops for potential applicants on Senior Academic Promotions across the faculties, with over 300 academic staff attending. The Staff Performance and Review Team supported this Senior Academic Promotions Call 2021*, in which 159 applications were received, and 47* candidates were successful for promotion. Of the candidates promoted, 22* were promoted to Associate Professor, 20 promoted to Professor in, one* promoted to Associate Professor/Consultant and four were promoted to Professor of (Personal Chair).

*This includes one promoted to Associate Professor and one promoted to Associate Professor/Consultant under the Senior Academic Promotions Review – School of Dental Science/Dublin Dental University Hospital

Over this period, the Senior Academic Promotions Committee also:

- Reviewed five applications for retention (2:3 male/female ratio) whereby four retention applicants were promoted to Professor in and one to Associate Professor.
- Considered and approved 52 adjunct nominations. This included 23 approved nominations for Adjunct Associate Professor titles, 26 approved nominations for for Adjunct Professor titles, two approved nominations of Honorary Professor titles. Of the approved nominations, 37 were new and 14 were extensions. This cohort is comprised of 23 females and 29 males. Faculty breakdown is as follows: 14 from AHSS, 30 from FHS, and 7 from STEM.

Junior Academic Progressions Committee

The Junior Academic Progressions Committee interviewed 28 Assistant Professors on tenure track for their final tenure review. Twenty-eight applicants were successful and following Board approval permanent contracts were issued to them. This cohort had equal gender representation.

The Junior Academic Progressions Call 2023 opened Monday 31 July 2023 and closed on 27 September 2023. Figures relating to this call will be applicable for the 2023-24 Annual report.

Development

Eighty-six learning events were delivered in 2022-23, with 1,359 participants across the following categories:

- Professional and personal skills development
- Assistant Profs Development Programme for Years 1 – 4
- Advancing Your Research Career (ARC) – early career researchers
- Leadership Development Programmes
- Bespoke team-based interventions
- Talent interventions including mentoring for academics.
- Wellbeing Connections and Events
- Welcome Events

The Learning & Organisation Development (L&OD) Team continued primarily with online events but also returned to in person programmes. Content evolved to support the individual and team development with practical enhancements to development offerings ongoing based on feedback.

- The Advance HE Aurora Women’s Leadership Development participants were supported by an in-house programme.
- Advancing your Research Career (ARC): Strategies for Research Leadership (ARC) Programme ran with 21 participants and a series of practical masterclasses culminating in a celebration of achievements backed by the Office of the Dean of Research.
- New Employee Inductions continued online supported by additional framework of structured welcome supports e.g., New Employee Hub, Local Manager-Led induction checklists and social coffee connection events were piloted.
- Academic Induction, Head of School and Head of Discipline events were held for those transitioning into roles.
- Team based modular development supported intact teams to enhance performance in a blended world of work.
- Inter-university programmes included those supporting female academic progression – Preparing for Academic Advancement (PAA) Programme, and Vista as well as ‘Collaborate,’ a peer mentoring programme pilot.

6.2 People Advocacy

HR had another busy year providing best practice advice, support and coaching to the College community on the management of people issues. HR, through the Employee Relations team, built on their close relationships with trade union representatives, heads, and managers to ensure a harmonious and positive work and study environment for staff and students.

Early in Michaelmas Term, the details of a Voluntary Income Protection and Voluntary Life Assurance scheme for staff was finalised which was agreed at a competitive rate. This was rolled out with strong uptake from those eligible.

Following last year’s consultation activity, HR finalised the revision of the University’s Dignity and Respect Policy and development of the new Sexual Misconduct Policy. These new policies and the plan to support their implementation play a central and proactive role in fostering a safe, respectful, and supportive culture in the institution for both students and employees.

Introduction of new employment legislation in 2023 led to the need for the development for a Domestic Violence Leave Policy and a Medical Care Leave Policy. Research on best practice and consultation took place in preparation of developing policies. In addition, a few of our family leaves policies required updating on foot of this new legislation, for which policy review commenced in this period.

During this period, the Employee Relations team led out for the University on individual and collective staff issues at 15 WRC (Workplace Relations Commission) conciliation conferences, seven adjudication officer investigations and two Labour Court hearings. In addition, the team assisted Managers/Heads with internal workplace investigations under grievances, disciplinary and dignity and respect processes.

6.3 People Operations

The volumes in HR Operations have continued to grow year on year. This is evident in all areas of Operations including Employee Services, Onboarding, Payroll, Pensions and Benefits. With these increases, we needed to look at how we are working and review our 'why' objective i.e. 'why' are we completing a process in a certain way, how can we improve our processes for HR and for our customers. Our goal in Operations is to strategically review our operational processes to enhance our customer/HR relationship in the college community. Through service and process mapping workshops, the introduction of training in Lean process improvement methodologies, HR is looking to standardise, simplify and streamline all HR processes.

HR Services

This academic year saw a welcomed implementation of pay awards as per Building Momentum. Backdated increases from 2 February and increase as of 1 October 2022 were processed in November 2022 payroll:

- 17th November 2022 on FN Payroll with uplift of €187k to 550+ employees
- 18th November 2022 on Monthly Payroll with uplift of €2.3m to 3,600+ employees
- July 2022 FEMPI restoration were also backdated and paid

A significant amount of work was completed by the Employee Services Team including the completion of relevant calculations, and detailed checks to ensure arrears were paid correctly.

This period also saw significant work completed in a few areas as below:

- More than 6000 documents were scanned onto the Document Management System (DMS)
- As a result of a change in criteria to Trinity's MA Jure Officii (MAJO) for employees, 429 applications were processed (this number was significantly lower in the previous year at 57)
- Additional 418 Student Stipend awards were processed.

Several process improvement initiatives were identified and progressed which included a new Leaver Checklist for Employees and Managers, new Academic Consultant pay scales were embedded into the payroll systems and pre-employment and onboarding tasks were centralised into one function as part of process improvement initiatives.

Pensions and Benefits

The Pension team issued an annual statement to older members of the Model Pension Scheme for the first time and will expand the cohort in 2024. All employees who are members of either the Single Public Service Pension Scheme or Master Pension Scheme received their annual statement which covered over 3,000 employees. The team also worked with a third party to issue correspondence to members of the Master Pension Scheme to raise awareness of the Standard Fund Threshold (SFT) and the impact on their benefits, this was further supported by the team meeting 80 individual employees in August 2023. The Pension team also saw an increase in the number of people applying for support via the new Income Protection scheme that was introduced at the end of 2021.

7. University Initiatives and Key Events

There were several new initiatives and key events in Trinity during the academic year 2022-23.

In November 2022, Trinity launched the Legacies Review Working Group which created a formal process to review the university's complex historical legacies since its foundation in 1592. The Trinity Legacies Review Working Group considered evidence-based submissions from the university community and the wider public on the naming of Trinity's Berkeley Library and the future of human remains that originated in Inishbofin.

Following on from a decision made by the Legacies Review Working Group, Trinity announced in February that it would return human remains to Inishbofin. The decision was approved by the Board of the University following a period of research, analysis and public consultation about the future of the remains.

In April, it was announced that Trinity would rename the Berkeley Library as the name was judged inconsistent with the University's core values of human dignity, freedom, inclusivity and equality. The decision was taken by the University's Board following several months of research, analysis and public consultation overseen by the Trinity Legacies Review Working Group.

On St Brigid's Day, Trinity installed four new sculptures in the Old Library to honour the scholarship of four trailblazing women. The women represented are the scientist, Rosalind Franklin; the folklorist, dramatist and theatre-founder Augusta Gregory; the mathematician Ada Lovelace and the pioneering women's rights advocate Mary Wollstonecraft. They are displayed among the 40 marble sculptures that line the Long Room, which were all previously men.

The monumental task of decanting the Library collections as part of the Old Library Redevelopment Project began in October 2022. Minister Malcolm Noonan was joined by Trinity Provost, Dr Linda Doyle, Bursar, Prof Eleanor Denny, and Librarian & College Archivist, Helen Shenton during a visit to meet the Library team involved in the historic project.

A rare orchid appeared on Trinity's campus as an unexpected outcome of its decision to stop mowing in designated areas for the month of May, as part of the international No Mow May initiative. Prof Jennifer McElwain spotted the orchid and was able to recognise it as the very rare broad-leaved helleborine orchid.

In November, Trinity announced changes to its Charter to enable governance reforms. Trinity will now begin to institute those reforms along with the reforms required by new legislation to reform university governance across the sector under the Higher Education Authority Act, 2022.

On International Women's Day 2023, Trinity was named an EU Gender Equality Champion in recognition of its century-old effort to work toward gender equality on its campus and in its sector. The new European Union Award for (Academic) Gender Equality Champions, which comes with a €100,000 prize, was presented to a delegation from Trinity by European Commissioner for Innovation, Research, Culture, Education and Youth, Maryia Gabriel, at a ceremony in Brussels.

Trinity's commitment to gender equality was further recognised with the Silver Institutional Athena Swan Award for advancing gender equality. In November, the School of English, School of Religion, Theology and Peace Studies and School of Medicine were also conferred with Athena SWAN Bronze awards.

Trinity marked the official beginning of its "Portal" regeneration project in June, which will create a co-working hub at its research and innovation campus in Dublin's Docklands. Provost Linda Doyle and Dr Tom Kelly, Enterprise Ireland, ceremonially kicked off the renovation project by fitting the first window to the once blocked-up windows of the former shipping merchant's warehouses on Grand Canal Quay where Portal will be based.

A range of initiatives were supported by the Irish Language Office throughout the year including An Scéim Cónaithe, Trinity's Irish Language Residency Scheme, and free staff and student lunchtime Irish language courses.

An Scéim Cónaithe welcomed Irish speaking students from the US, Belgium and Ireland. These students are an integral part of the University's Irish language community, and they coordinate a range of events and activities which promote and encourage engagement with the language among their peers.

The Irish Language Office provided a translation and proofreading service to all areas of the University which included support for the introduction of Section 10A. of the Official Languages (Amendment) Act 2021 related to Irish language advertising by public bodies.

Éigse na Tríonóide, was held over a week in February. Annual events included Cúirt na hÉigse, an evening of cultural celebration with music and poetry, and a special guest lecture in collaboration with the University's Roinn na Gaeilge. Trinity hosted an Irish language debate for Health Sciences' students in association with Acadamh na Lianna, UCD and RCSI.

Sustainability Highlights

The 21st annual Green Week was launched by Former President and Adjunct Professor of Climate Justice Mary Robinson, the Lord Mayor of Dublin Caroline Conroy, Provost Linda Doyle and Vice President for Biodiversity and Climate Action Jane Stout. The launch was followed by a new initiative led by Sustainability Manager Jane Hackett called the Sustainability Leadership Awards. The awards commended those who took the initiative to become climate and biodiversity leaders within their studies, as part of their work or voluntarily within their community. Awards were given to 34 individuals from a variety of disciplines and administrative areas. Green Week events featured a Q&A with Minister Eamon Ryan, stand-up comedy on climate anxiety with Colm O'Regan, a swap shop, vegan food pop-ups, talks on transport, healthcare and much more.

In May, Trinity received An Taisce's Green Flag in recognition of the increasing effort to reduce Trinity's impact on the environment. When presenting the flag, An Taisce emphasised Trinity's student involvement, green labs, sustainable procurement initiatives, retrofitting projects and the Provost's strong commitment to sustainability as key factors in their decision.

Ecologists from Trinity unearthed vital clues for how to support Ireland's precious pollinators after interrogating a ten-year dataset containing information from 119 sites across the country. The dataset grew over the past decade thanks to the work of Prof Jane Stout and her collaborators, with much work coming from graduate students supported by the Environmental Protection Agency, Irish Research Council, Trinity and the EU.

In June, Prof Stout and the Lord Mayor of Dublin, Caroline Conroy, officially launched the Green Pearse Street campaign in partnership with several businesses in the area. The objective of Green Pearse Street is to 'green' the street, improve air quality, create a health and biodiversity corridor and to add more social space.

In October, Prof Yvonne Buckley brought more biodiversity to campus in the form of a Pocket Forest – a small native forest planted in urban areas. Students and staff from across Trinity came together to prepare the soil for the new mini forest, which is located outside the Parsons Building.

Further tree planting initiatives took place during this academic year at Santry as part of Climate and Biodiversity Action Week. Led by Sustainability Manager Jane Hackett and assisted by members of Estates and Facilities team David Hackett and John Parnell Jr, hundreds of trees were planted by volunteers including Provost Linda Doyle and SU Environmental Officer Erin O'Dowd.

This year, campus gained a wildlife pond, which is situated in the Provost's garden and visible from the Nassau Street entrance. Tadpoles and other aquatic animals are flourishing here. The pond was dedicated to biodiversity expert, Dr Aoibheann Gaughran, who sadly passed away in late 2021.

Trinity postdoctoral researcher Dr Zoe Roseby led a public engagement project called Línthe na Farraige to provoke a dialogue around rising sea levels. The project consisted of visual light installations by Finnish artists Timo Aho and Pekka Niittyvirta that indicated the projected rise in sea levels from future storm surges. The first location in Spanish Arch received widespread attention from the public and media and was followed by other locations around Ireland.

During this academic year, consultation for Trinity's first Sustainability Strategy was completed and the Climate Action Roadmap was submitted to government. The Carbon Footprint Report was completed and the Environment and Sustainability Committee was established.

8. Capital Development Programme

8.1 Projects

Printing House Square – Student Accommodation

Works were completed and the building was handed over to Trinity in November 2022. This 13,000m², nine level building has 249 bedrooms, student services space, a new health unit and sports facilities.

The Martin Naughton E3 Learning Foundry

Construction continues to progress on the new 7,256m² facility for Engineering, Environment and Emerging Technologies. It is expected to be completed during late 2024 and will provide exciting new facilities for the Faculty of STEM as well as a much-welcomed new route through the campus to the newly landscaped east end of College.

Historic Accommodation Buildings

The €20m refurbishment of the 325-year-old Rubrics and the 130-year-old Chief Steward's House commenced in August 2021 and was completed in April 2023 by Clancy Construction. Our professional team included Pascall+Watson, Carrig Conservation, AECOM and WH Stephens.

Both buildings are now restored for use as staff, student, and guest accommodation along with academic meeting and collaboration facilities on the ground floor. The project completed a deep energy retrofit of the Rubrics. This includes the supply of primary heating and hot water from a new plant room which accommodates three ground sourced heat pumps connected to 21 boreholes of up to 180m deep, located in New Square.

Other energy initiatives to improve the thermal performance of the building include underfloor insulation with recycled foamed glass, the refurbishment of the existing windows and roof insulation together with re-slating using local Valentia slate. Refurbishment work on the Chief Steward's House, including installing an air-sourced heat pump for heating and hot water, was also completed, and the building is used as staff accommodation. The project was completed in April 2023 on budget and on programme. The Rubrics was commended in the category "The University Impact Initiative of the Year" at the Association of University Directors of Estates (AUDE) awards 2023.

Old Library Redevelopment Project

Considering the inflationary pressures that have affected all construction projects nationally, elements of the long-term project to conserve and safeguard the Old Library are being reassessed.

This academic year has seen a period of extensive review, and following careful consideration, the University has decided it will not proceed with the proposed connection of the Berkeley podium to the Old Library and the upgrade works to the Berkeley podium itself. This change necessitates revisiting the design of the project.

Having considered all options open to the University, Trinity is obligated under the European Union (Award of Public Authority Contracts) Regulations 2016 to re-tender the professional consultant teams once again.

The Book of Kells Experience (Interim Exhibition)

Planning Permission was granted by Dublin City Council in November 2022 for the restoration of the Printing House to house the Book of Kells during the restoration works on the Old Library. Together with a temporary pavilion located in New Square, it will house an audio-visual exhibition and retail space. Enabling works for the Printing House included the restoration of the roof, windows and stone walls, began in January 2023, and completed in August 2023. Plans are now underway to appoint a contractor to complete the Printing House main work. These works are expected to be completed during 2024 and will enable the Book of Kells to be relocated there from the Old Library.

Enabling works to New Square began in January 2023. The works included the installation of infrastructure connections, ground piling and a new steel substructure which enabled the new pavilion structure to be erected in May 2023. The internal fitouts of the exhibition and retail spaces are underway and will complete in late 2023.

Student Accommodation – Dartry Halls of Residence

Planning Permission was granted by An Board Pleanála for the construction of a new student accommodation development at Trinity Hall Dartry, with 358 bedrooms. Following government announcements on funding the construction of student accommodation by universities, discussions are ongoing with the Department of Further and Higher Education, Research, Innovation and Science.

Portal and Trinity East / TTEC

The new Portal Innovation Hub which will provide space for entrepreneurs, start-ups, and innovation teams from large corporates is currently under construction with a Spring 2025 opening. It will be the venue for organised regular events to bring together academics, start-ups, the local community, and the enterprise community within the Dublin Docklands. This combination of stakeholders working together will act as a magnet for research and will drive innovation, contributing to Ireland's economic recovery in the years ahead. Other plans to launch an environmentally conscious strategy for developing the Trinity East campus are underway. Trinity will act as the anchor tenant in the centre of the district providing a connection to a talent pipeline of graduates, an innovation engine, and a social and cultural center.

Environmental, Electrical Infrastructure, Operational, Space Utilisation and other projects

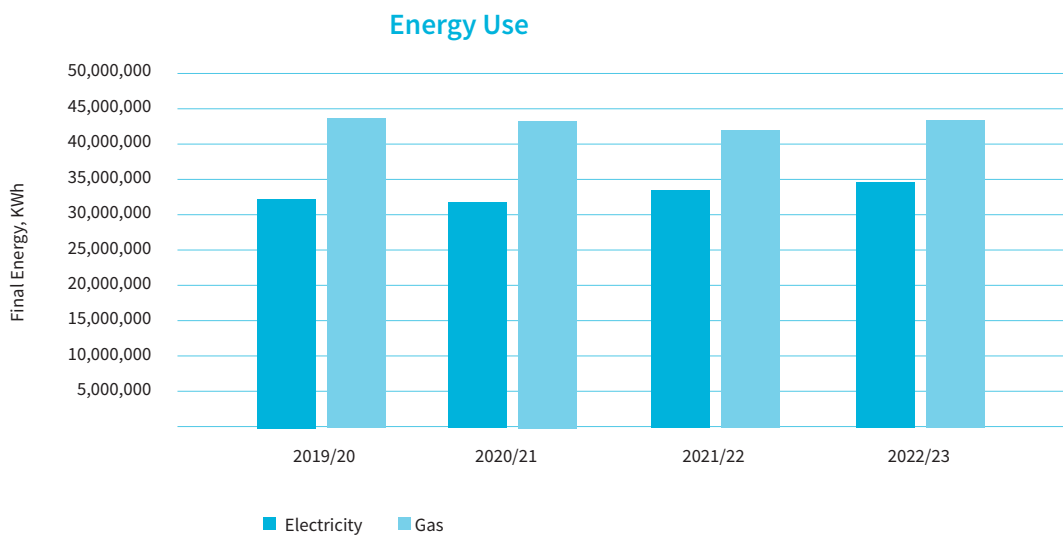
Significant maintenance projects and energy management initiatives continue around the campus including the installation of LED lighting in the East End of campus and the replacement of existing heating and cooling systems with more energy efficient plant and equipment.

We continue to address the legacy maintenance issues including the refurbishment of our historic residential buildings and more general improvements to our existing fire detection and other life safety systems. Additional emphasis is also being placed to undertake further works to improve universal access and make the campus more accessible.

8.2 Energy Conservation

Energy Use

In 2022-23, Trinity's buildings consumed 35.7 m kWh of electricity (a 4% increase on the previous year) and 43.2 m kWh of gas (a 2% increase on the previous year).



Energy-related Carbon Emissions

Energy-related CO₂ emissions in 2022-23 were 20,702 tonnes (a 3% increase on previous year), 43% of which was from heating fuel.

Climate Action Plan

The Government's Climate Action Plan assigns all public sector bodies the target of a 51% absolute reduction in greenhouse gas emissions and a 50% energy efficiency improvement by 2030. The absolute carbon reduction means the energy use associated with any new buildings will need to be offset by reductions elsewhere. The decarbonisation of heat is the primary challenge. The scale of the challenge will be significant given Trinity's heavy emphasis on research which can be energy intensive and given our building ages and types.

To meet our 2030 Climate Action Targets, all our buildings and projects need to be viewed within a carbon reduction and energy conservation lens, and these recruitments show Trinity's commitment to this.

Building stock register and carbon/energy use

Trinity's vast array of buildings have quite different fossil fuel and electricity usage profiles. The historic buildings around Front Square and New Square have significant heating requirements while research intensive buildings at the East End of College and Trinity Biomedical Sciences Institute (TBSI) consume significant amounts of electricity and fossil fuels in their process critical ventilation systems and research equipment.

One of our first tasks was to identify the significant buildings for fossil and electricity use and categorise them into groups. This has allowed us to identify a reference building in each category for an external energy audit to pinpoint what methods are suitable to decarbonise each type of building in our portfolio. This assumes there are likely to be similarities in approach and a similar retrofit cost range between buildings of the same category. Procurement of those energy audits also began.

Carbon Reduction Projects

We are using the SEAI (Sustainable Energy Authority of Ireland) gap to target tool to model the carbon savings from projects. Light emitting diode (LED) lighting upgrades were carried out in 2023 in O'Reilly, Panoz, Smurfit and Sniams; in total about 5,700 light fittings were replaced.

A ventilation and chiller upgrade in Trinity St James's building was started, replacing obsolete and inefficient equipment with modern equivalents. Thirty-year old boilers were replaced in the O'Reilly building with high efficiency and condensing boilers with Building Management System (BMS) controls which have delivered about 30% carbon saving and has been designed to allow integration with a future heat pump.

The new ventilation system in the Hamilton building which does not use any fossil fuels has been performing well and is giving us learnings for similar projects in other buildings.

9. Philanthropy

Two years on from the successful completion of the Inspiring Generations campaign, Trinity Development & Alumni (TDA) recorded a robust performance, transferring over €20m to the University to support scholarships, student services, academic posts, research and capital projects. The first full year ‘post-covid’ saw a full calendar of in-person events, together with a continuation of successful online and digital offerings. The resumption of international travel enabled the cementing of existing supporter relationships and the fostering of new relations. The Provost made her first official visits to Chicago, New York, and Singapore, enjoying meeting with alumni communities in each city.

The annual gathering of the Provost’s Council comprised of Trinity’s leading donors and volunteers took place in June with a focus on emerging student and academic talent; new campus developments such as Trinity East; and the celebration of 30 years of the Trinity Access Programmes, which many of the Council generously support.

Philanthropic Donations

There was €31.3m in new philanthropic funds committed in the year ending 30 September 2023. This was €2.2m (7.6%) more than what was reported in the prior year. In total, TDA recorded over 5,400 discrete gifts from our supporters in the year. Alumni, foundations and charitable trusts continued to support new academic posts and student scholarships and key strategic philanthropic projects continued to gather pace.

The Old Library Redevelopment Project

While there was a recalibration of the project in terms of its scope and timeline, the fundraising goals remained the same and a successful fundraising dinner in New York raised over a million euros from new donors.

Trinity East

TDA attracted donors to both Trinity East and Portal, and alumni took a leadership role in the development of the new campus by sitting on the Trinity East Advisory Group.

The Trinity St James’s Cancer Institute (TSJCI)

Philanthropic support has helped to support vital leadership roles, fund new research awards and establish a five-year pioneering patient-centred programme.

Alumni Giving

The Spring Campaign launched in February was TDA’s first fully integrated appeal for the re-branded Trinity Alumni Fund and included a phone campaign, direct mail, online presence, email direct marketing and social media. The Trinity Alumni Fund is a comprehensive fund to provide wraparound student support such as Access scholarships and bursaries, Student Counselling Services, disability supports, emergency financial support and one-to-one mentorship. The Fund can respond to changing needs of students in an impactful and timely way.

Due diligence and donor care

The Gift Acceptance Committee provided oversight of all potential donations over €500,000 ensuring that the College's reputation is safeguarded. The Committee takes account of the wider University policy framework and ensures that its decisions are aligned with the University's Ethics Policy. A tiered due diligence process governs donations lower than €500,000. The new stewardship team marked milestones, celebrated donors, and found new and innovative solutions to show consistent levels of gratitude, impact, and donor appreciation.

Alumni Relations

Alumni engagement activity continued to grow, both in-person through popular fixtures like the Alumni Reunion Banquets, which brought over 300 alumni to celebrate in the Dining Hall, and online through initiatives like the Inspiring Ideas webinar series, which continued with eight webinars, featuring Trinity alumni and researchers. The annual Carol Service for alumni and friends took a hybrid format for the first time, with a full congregation and a live stream that has reached almost 3,000 views.

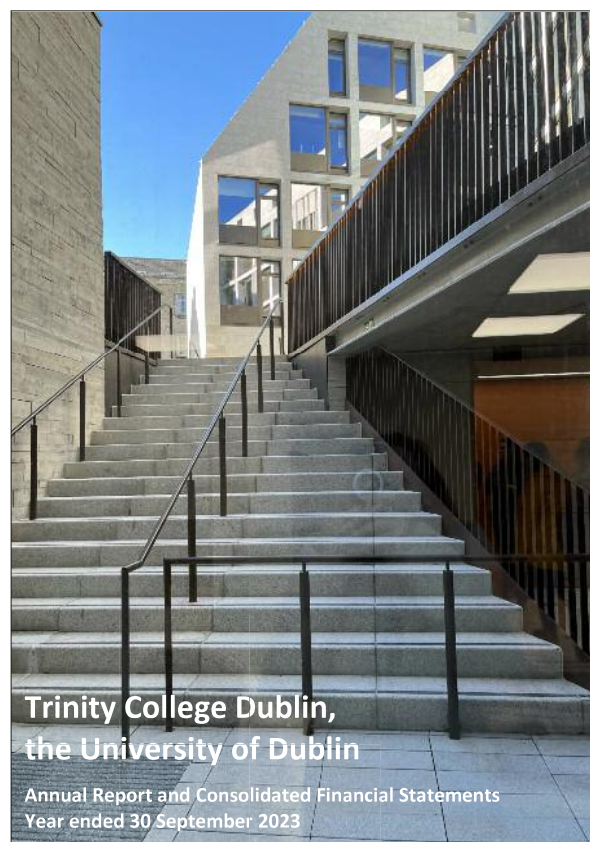
Global alumni chapters saw good recovery post-pandemic, with renewed activity in target regions including Germany, New York, San Francisco, and UK. The year saw a focus on young alumni which led to significant increases in social media engagement. Total net audience growth was up 5.8% year on year while YouTube net subscriber growth was up 41.2% from the previous period and Instagram net follower growth up 111%. TDA video content on YouTube was viewed over 42,000 times, up 34% on the prior year. This means that engagement was up 16% overall with significant increases across Facebook (20.4%) and Instagram (300%) indicating the success of the campaign to reach a younger demographic.

10. Financial Statements for the Year-ended 30 September 2022

Annual Report and Consolidated Financial Statements Year ended 30 September 2023

The financial statements for the year-ended 30 September 2023, as approved by Board on 27 March 2024, can be viewed at the link below:

https://www.tcd.ie/financial-services/external-assets/pdfs/Consol_Financial_Statements_2022_23.pdf



Appendix I

Attendance at Board Meetings 2022-23

The total number of meetings held during the year was 13.

Members:

Linda Doyle (13), Orla Sheils (11), David Shepherd (12), Neville Cox (13), Eleanor Denny (10), Darryl Jones (13), Louis Brennan (12), Norah Campbell (12), Caitriona Leahy (13), Khurshid Ahmad (10), Sarah Alyn Stacey (12), Rose-Anne Kenny (7), (Owen) Ross McManus (8), Inmaculada Arnedillo-Sanchez (10), Sarah Browne (12), Lorna Roe (1), Fintan Sheerin (8), John Walsh (9), Kevin Byrne (11), Rachel Mathews-McKay (11), David Grouse (13), Gabrielle Fullam (12), Chloe Staunton (10), Zoe Cummins (11), Matt Murtagh-White (5)¹, Paul Farrell (9), Andrea Nolan (10), László Molnárfi (1)², Aoife Bennett (1)³, Catherine Arnold (1)⁴

Appendix II

Board Expenses 2022-23

External Board members are entitled to Senior Common Room membership (fees of €279 per annum). An external Board member, who lives outside Ireland, was reimbursed €2,173.42 for travel and subsistence expenses related to attending Board meetings.

1 Representative for Graduate Students (Matt Murtagh-White) (2023-24) began his term in February 2023.
 2 Incoming President of the Students' Union (László Molnárfi) (2023-24) (additional meeting held 23 August 2023)
 3 Incoming Welfare Officer of the Students' Union (Aoife Bennett) (2023-24) (additional meeting held 23 August 2023)
 4 Education Officer of the Students' Union (Catherine Arnold) (2023-24) (additional meeting held 23 August 2023)

