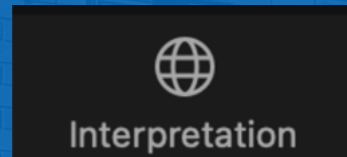
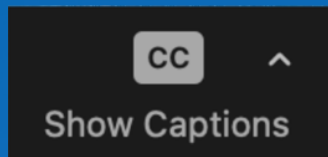


# WELCOME

For ISL interpretation and/or closed captions, click on these icons at the bottom of your screen:



Note: The ISL interpreter window may be dragged to a convenient location on your screen.



**HAPPY NEW YEAR**

**JUST ABOUT**

# James Lawless

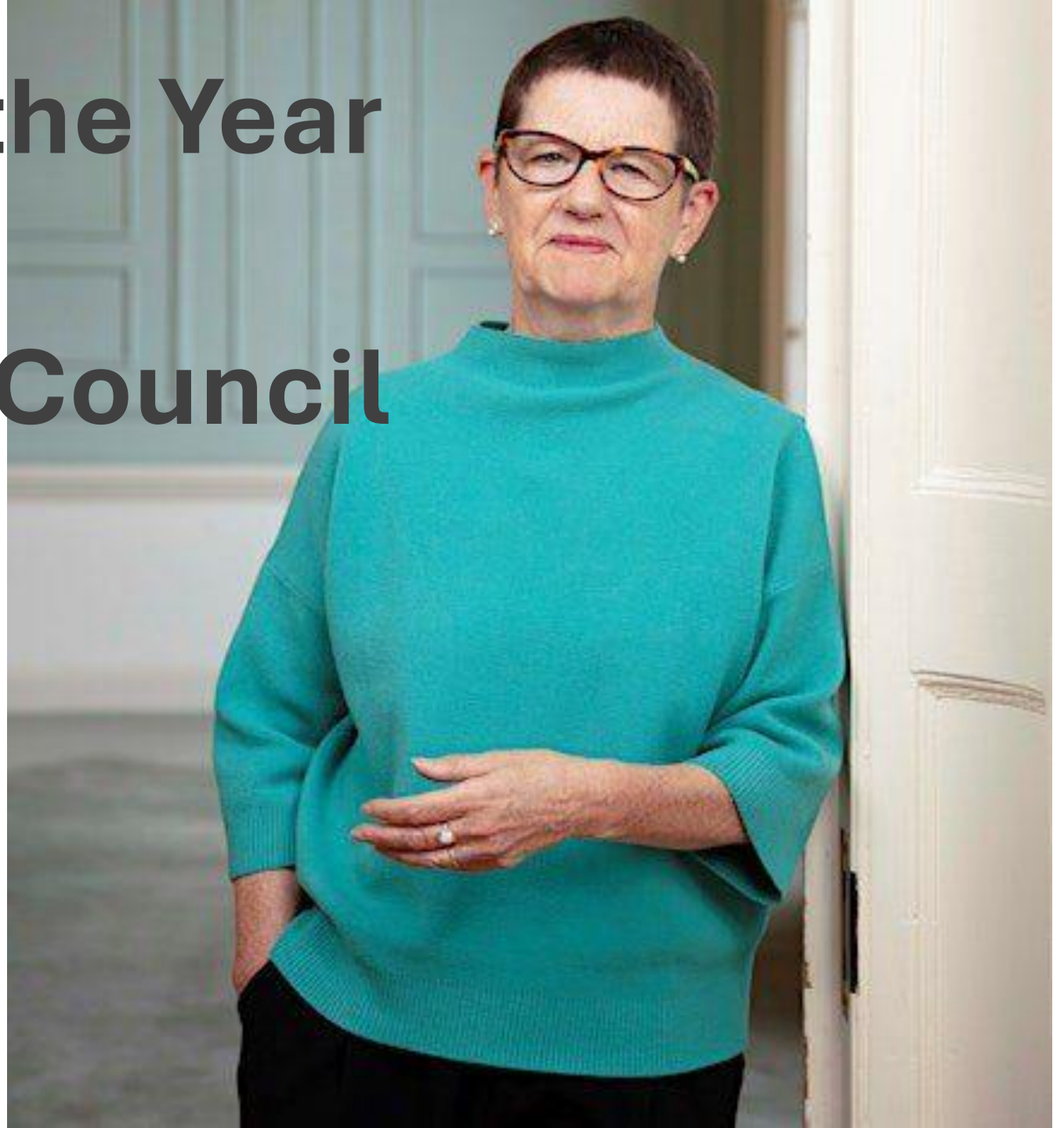
- **Fianna Fáil TD, first elected in 2016**
- **This is his first senior Cabinet Minister role**
- **Former Minister of State at the Department of Transport and the Department of the Environment, Climate and Communications**
- **Negotiator for Fianna Fáil in government formation talks.**
- **Trinity alumnus (Maths)**



**Thanks Áine!**

**Researcher of the Year**

**Irish Research Council**



## STRATEGY

LEADERSHIP/GOVERNANCE

**FINANCE** (CFO – April 2024 Update)



PEOPLE

TEACHING

**RESEARCH** (Dean of Research – May 2024 update)



INNOVATION

**SUSTAINABILITY** (VPBCA – June 2024 update)



**CAPITAL/ESTATE** (Bursar – Oct 2024 Update)

INFRASTRUCTURE

EDI & VALUES

WIDER WORLD



## GENERAL UPDATES

(Provost – Sept 2024,  
VP/CAO – Nov 2024)

## UNIT / ROLE UPDATES

Registrar December 2024

# First Phase of the Strategic Plan

This was led by the VP and her team and is now complete.

As she has given many updates to date, today the VP will just remind people of our obligations and give a brief comment on the consultation process involved in Phase 1.

# HEA Requirements



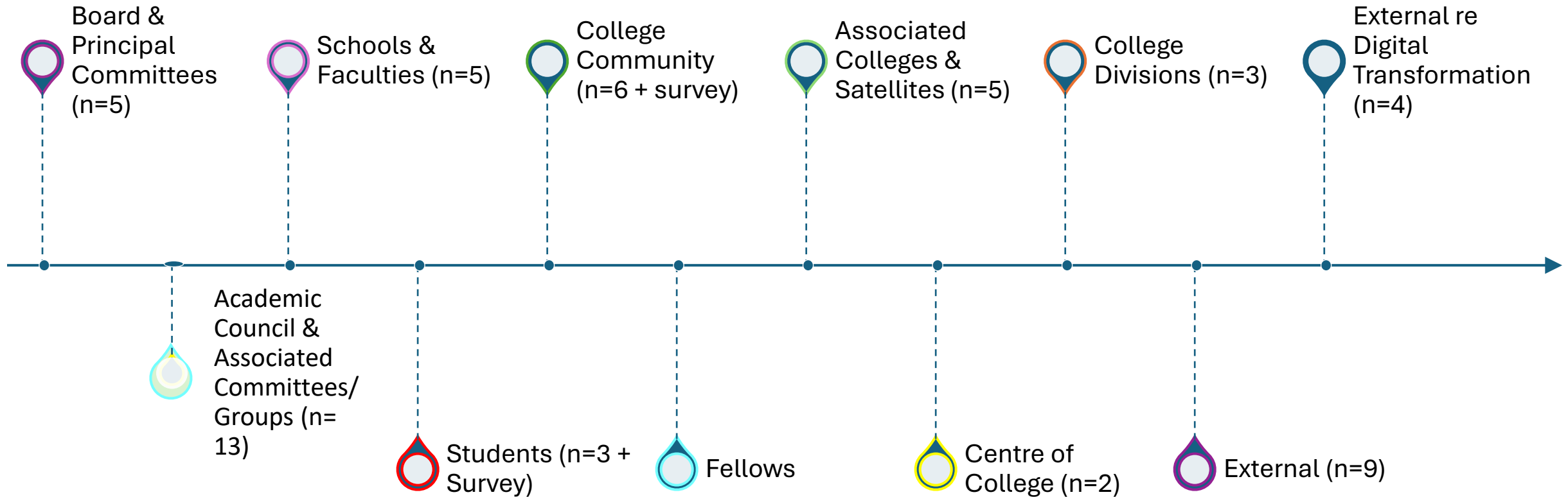
- Broad Consultation within college community and with external agencies.

- 5 years
- Due to be launched July 2025



- Objectives
- Purpose of use of Resources
- Plan to promote programs of education/ training and to promote research
- Promote social, cultural and Irish language
- Performance Agreement

# Consultations





# Second Phase of the Strategic Plan

This phase will lead to initial drafting and initial costings and progress to Board for further input.

# IS NOT

A strategic plan is not about everything we will do for the rest of time

A strategic plan is not a check list of everything that is important to us

A strategic plan is not about wiping out existing commitments

# IS

A strategic plan is about clearly articulating a direction of travel for the next 5 years

A strategic plan is about identifying priorities for the next 5 years

A strategic plan is about making an integrated set of decisions that support those priorities

# FROM ALL OF THE WORK OF PHASE 1 WE CAN DEDUCE

->

We are nothing without our people

Our purpose resolutely remains  
to support and to do brilliant  
research & innovation and  
teaching & learning for all

Place matters - our physical  
place, our place in Ireland & the  
world, our place on the planet,  
our place in cyberspace

٥٢



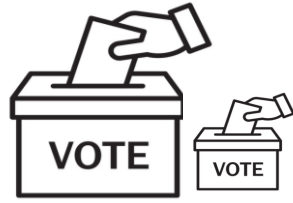
**STATE OF  
THE WORLD**

**STATE OF  
HIGHER ED  
IN THE WORLD**

**HIGHER ED  
AND IRELAND**

**IRELAND AND  
EUROPE**

**STATE OF  
THE WORLD**

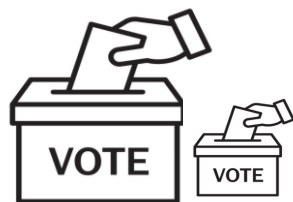


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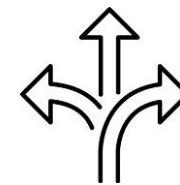
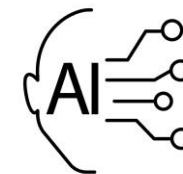
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**STATE OF  
THE WORLD**



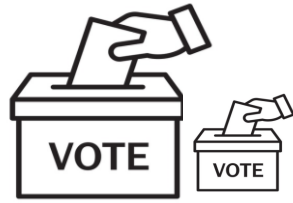
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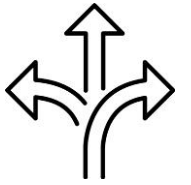
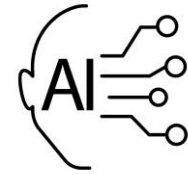
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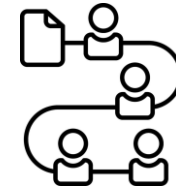
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STATE OF  
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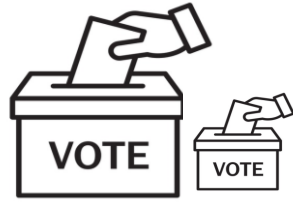
HIGHER ED  
AND IRELAND



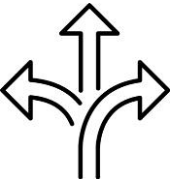
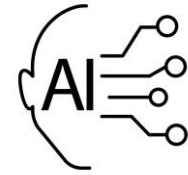
IRELAND AND  
EUROPE



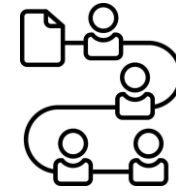
STATE OF THE WORLD



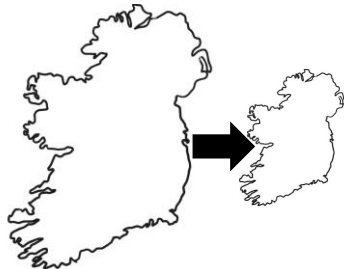
STATE OF HIGHER ED IN THE WORLD



HIGHER ED AND IRELAND



IRELAND AND EUROPE



➔ FP10??



STATE OF THE WORLD



**MODEL THE WORLD WE BELIEVE IN AND NOT THE WORLD WE SEE**

**KEEP PASSIONATELY COMMITTED TO SUSTAINABILITY**

STATE OF HIGHER ED IN THE WORLD



**BE ADAPTIVE AND EMBRACE NEW IDEAS IN TEACHING & LEARNING**

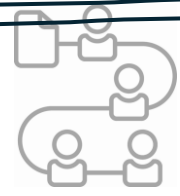
**KEEP UP TECH WISE!!**



HIGHER ED AND IRELAND



**BECOME MORE COMPETITIVE & FIGHT FOR RESEARCH**



IRELAND AND EUROPE



**BE MORE INNOVATIVE!!**



# SIX DRAFT COMMITMENTS

people

1

Enhance student welcome and belonging through an engaged and healthy university life outside the lecture hall

2

Create a thriving workplace based on responsible leadership, respect and inclusivity, so that all staff work together to achieve our common purpose

purpose

3

Intensify our research & intensify our innovation – from excellence to outstanding

4

Shape the future of teaching & learning by experimenting with, piloting, and scaling new concepts and approaches

place

5

Consolidate our physical estate using creative and sustainable approaches that centre on retrofitting, refurbishment, sharing and nature positiveness

6

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

# Let's now look at ...

A strategic plan is about clearly articulating a **direction of travel**

A strategic plan is about identifying **priorities** for the next 5 years

A strategic plan is about making an **integrated set of decisions** that support those priorities

# DIRECTION OF TRAVEL

people

1

Enhance student **welcome and belonging** through an engaged and healthy university life **outside the lecture hall**

2

Create a thriving workplace based on **responsible leadership, respect and inclusivity**, so that all staff work together to achieve **our common purpose**

purpose

3

**Intensify** our research & intensify our innovation – from excellence to outstanding

4

**Shape** the future of teaching & learning by **experimenting** with, piloting, and scaling new concepts and approaches

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# Let's now look at ...

A strategic plan is about clearly articulating a **direction of travel**

A strategic plan is about identifying **priorities** for the next 5 years

A strategic plan is about an **integrated set of decisions** that support the priorities and strategy

# DRAFT PRIORITIES

people

1

Enhance student welcome and belonging through an engaged and healthy university life outside the lecture hall

Director of student services  
Dean of Students  
Senior Dean

purpose

place

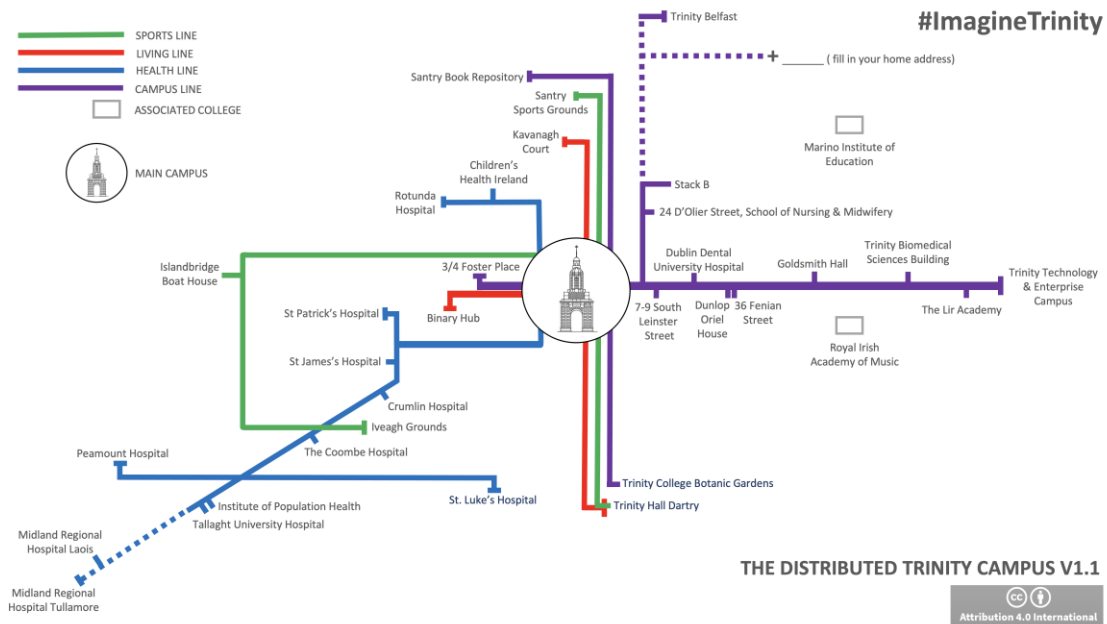


**The wonderful JCR...**



# 22,210 students

How do we ensure they have a full, rewarding and 'intimate' experience in Trinity?



## Emerging priorities –

- **Student Centre**
- **Student spaces across locations (survey of existing almost complete)**
- **Improved sports facilities**
- **Boost for societies**
- **Activities that bring us together**

# DRAFT PRIORITIES

people

2

Create a thriving workplace based on responsible leadership, respect and inclusivity, so that all staff work together to achieve our common purpose

Director of HR

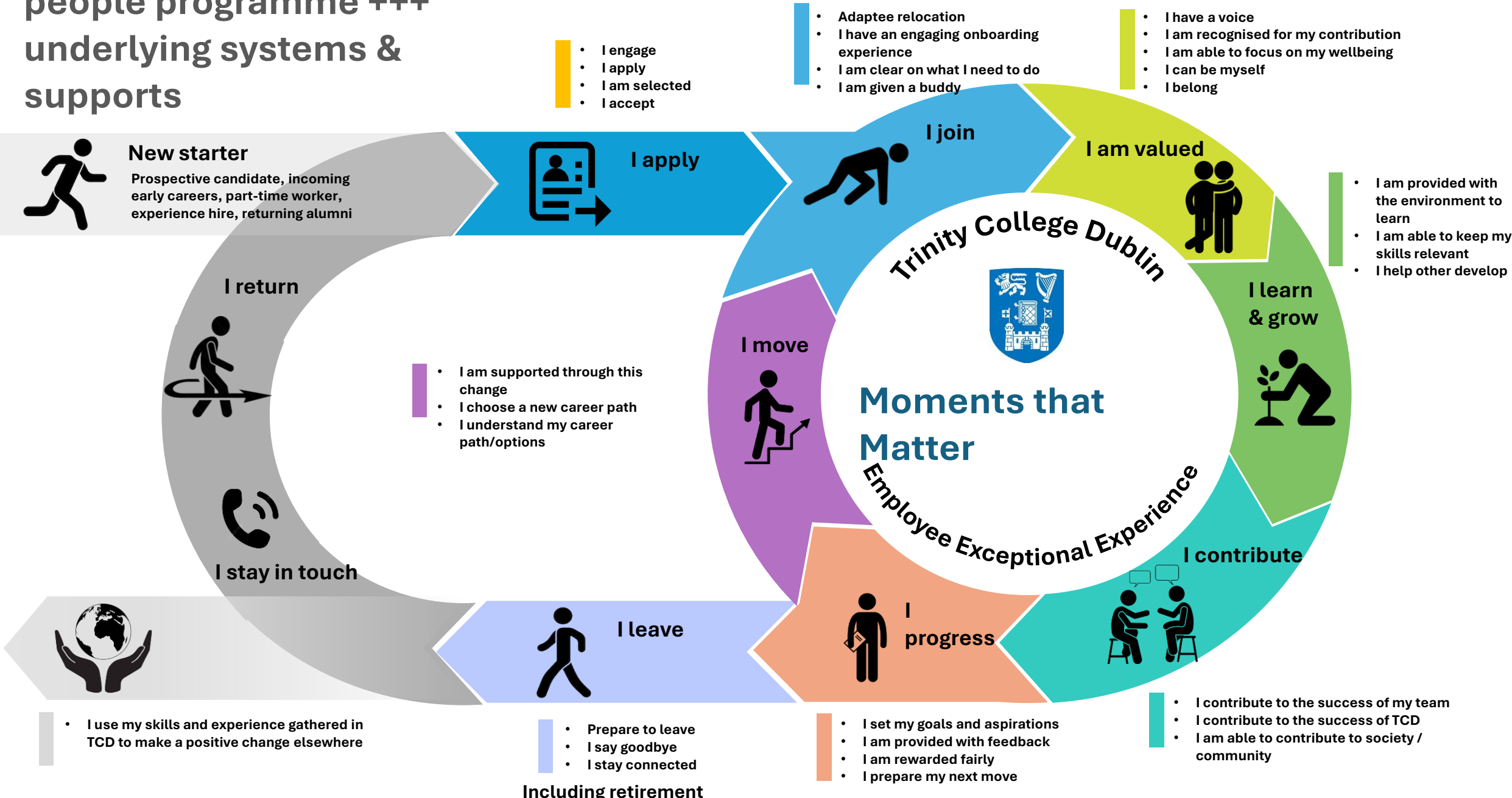
Head of Learning & Org Development

purpose

place

# Emerging priorities – people programme +++ underlying systems & supports

Thanks Orla!



# DRAFT PRIORITIES

people

purpose

3

Intensify our research & intensify our  
innovation – from excellence to  
outstanding

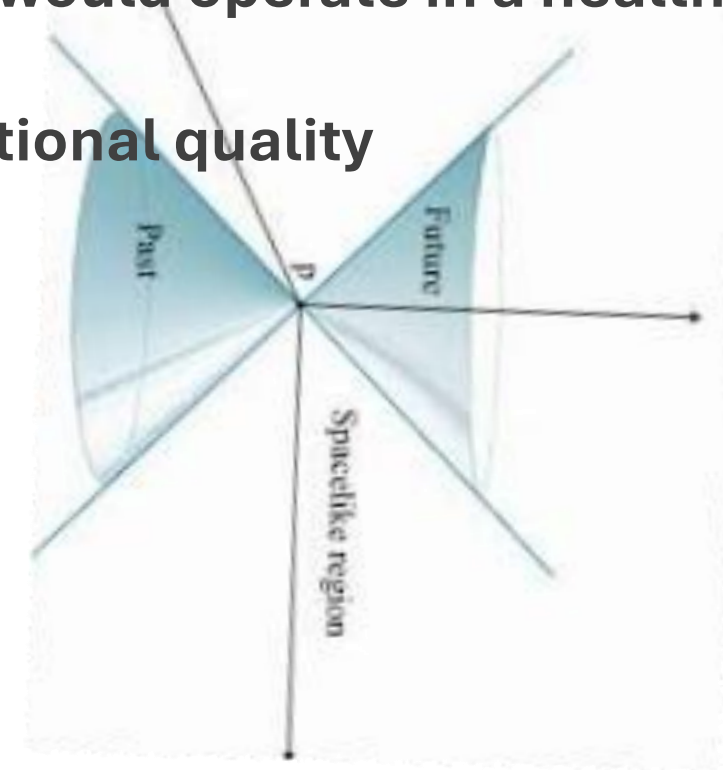
Dean of Research  
Associate Deans of Research  
Chief Innovation & Enterprise Officer

place

## Emerging priorities –

- **Explicitly articulating a particular kind of research philosophy that is uniquely Trinity's**
- **Deeply understanding the different kind of researcher journeys in Trinity and providing greater and easy to access supports along the way for those diverse journeys**
- **Strengthening research culture – a culture that would operate in a healthy and inclusive workplace**
- **Setting of institutional ambitions around exceptional quality**
- **Further expanding internal PhD funding**

**“Our history brings a deep understanding of the implicitly transformative power of research over time”  
Sinead Ryan**



**Emerging priorities –**

**Portal will be opened at the beginning of the strategic plan and developed over the lifetime of the plan into a thriving space for developing industry-academic relationships.**

**This will be a catalyst for intensifying an innovation mindset across the university.**



# DRAFT PRIORITIES

people

purpose

place

4

Shape the future of teaching & learning by experimenting with, piloting, and scaling new concepts and approaches

Senior Lecturer  
Dean of Graduate Studies

## Emerging priorities –

- **Unlocking inventiveness** and realising potential through our teaching and learning (for students and staff – academic and professional), characterised by innovation, experimentation and evaluation
- Research-led and research-informed teaching that is digitally enhanced, **inclusive**, and **for life** (i.e., lifelong learning options) through innovation, flexibility, and agility
- **Digitally fluent learners** who can make critical, ethical and responsible choices about the teaching and learning tools they use
- **Champions of sustainability** in all our activities

## Teaching & Learning Research Lab



# DRAFT PRIORITIES

people

purpose

place

5

Consolidate our physical estate using creative and sustainable approaches that centre on retrofitting, refurbishment, sharing and nature positiveness

The Bursar



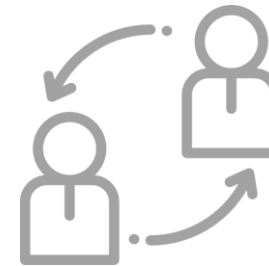
Retrofit & Refurbish **AMBITIOUSLY**  
Old Library, Printing House, Student Centre, Trinity East +++

**NEW**



ACCOMMODATION

USE OF NEW  
SPACE WE DO  
NOT BUILD



# DRAFT PRIORITIES

people

purpose

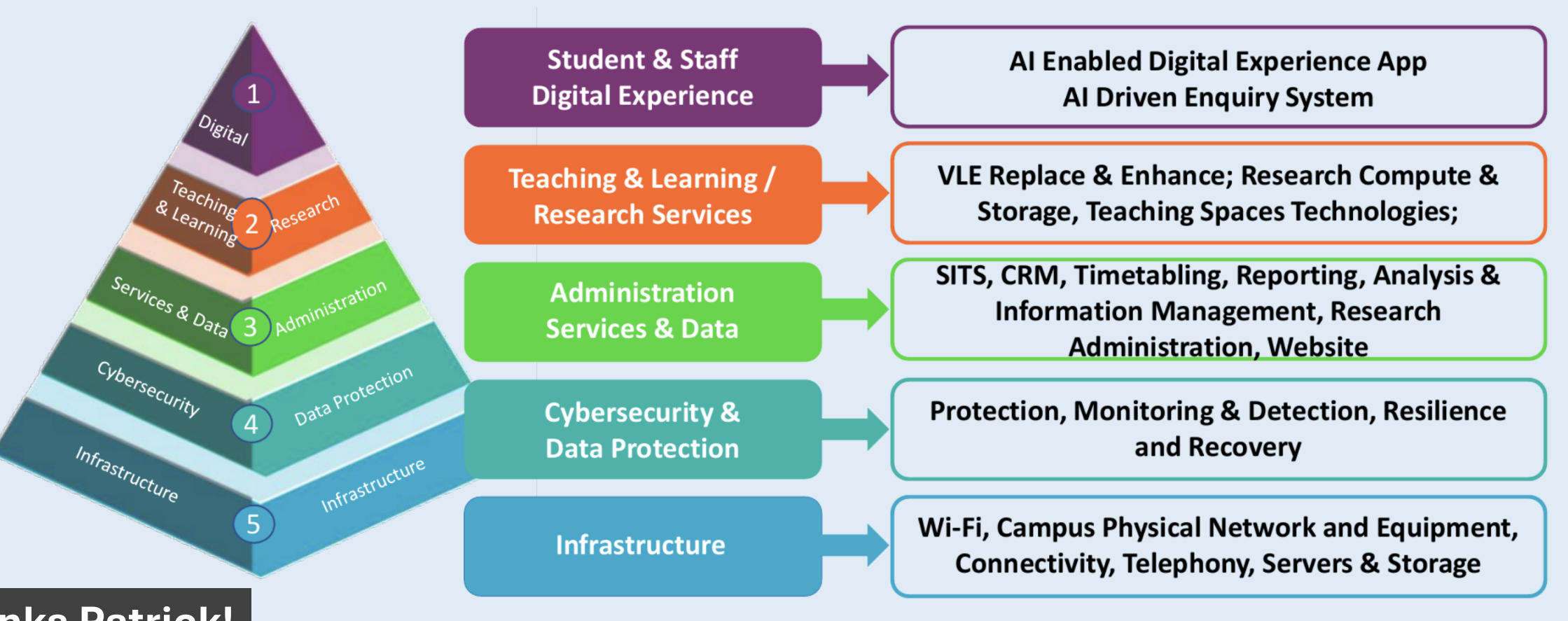
place

6

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

The Chief Operating Officer  
Director of IT services

- 1. A significant number of our IT systems are nearing end of life – we do not have huge amounts of choice – we have to act!
- 2. A digital transformation is not just about ‘replacing these systems’ – it is about transforming how we do our work too – so fundamentally it is about people
- 3. This will be costly, and we will need to embrace change



Thanks Patrick!

# Let's now look at ...

A strategic plan is about clearly articulating a **direction of travel**

A strategic plan is about identifying **priorities** for the next 5 years

A strategic plan is about making an **integrated set of decisions** that support those priorities

# INTEGRATED DECISIONS

1

Student Belonging



2

Thriving staff



3

Intensifying research & innovation



4

Teaching & Learning  
Experimentation



5

Consolidating the  
physical estate



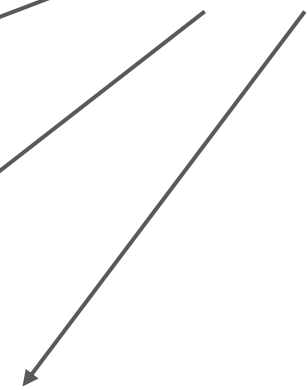
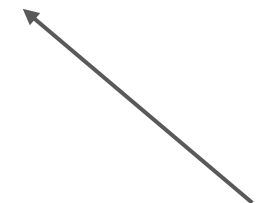
6

Advancing the  
digital estate



How do we finance all of this?

- Commercial Income
- Philanthropy
- Competitive grants
- Other earnings
- New initiatives
- Partnerships
- Borrowing
- Cost savings



# ENABLERS

Strong Values

Good Governance

Strategic Partnerships

Our Social Capital

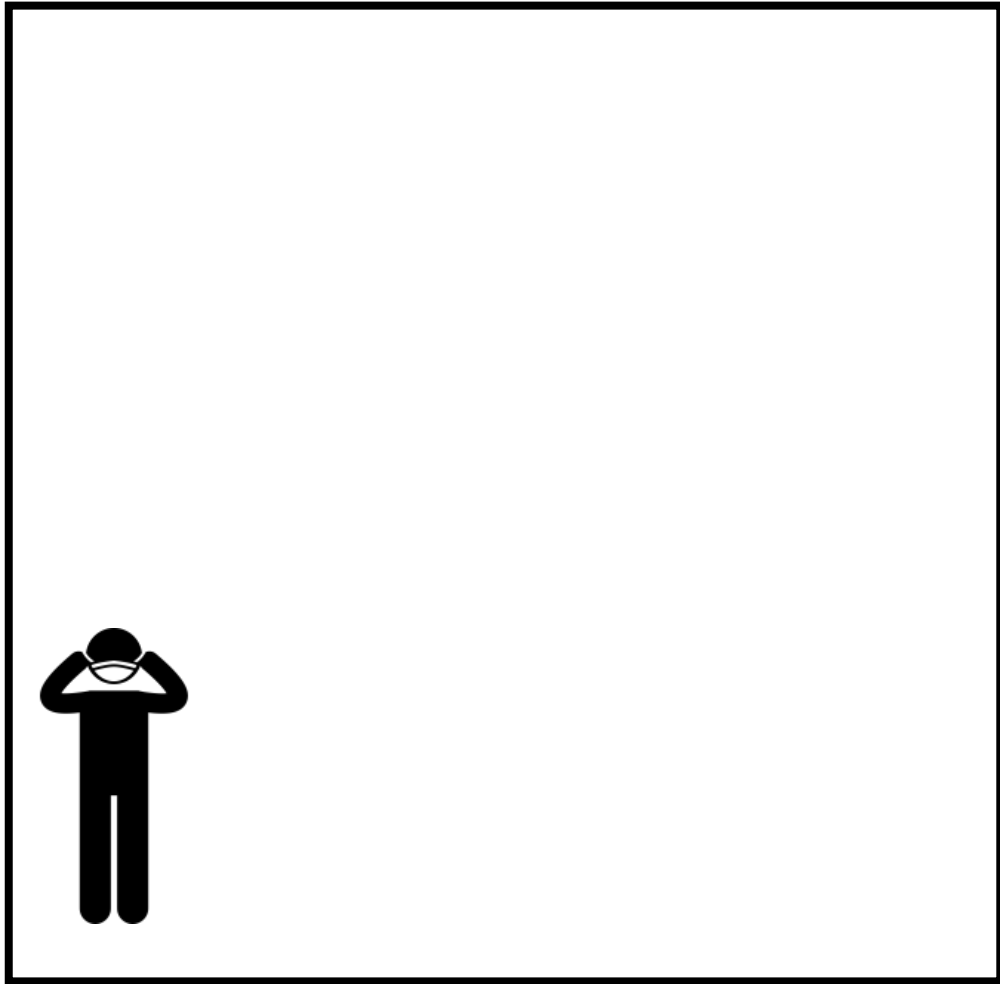
Our Natural Capital

Our Financial Capital

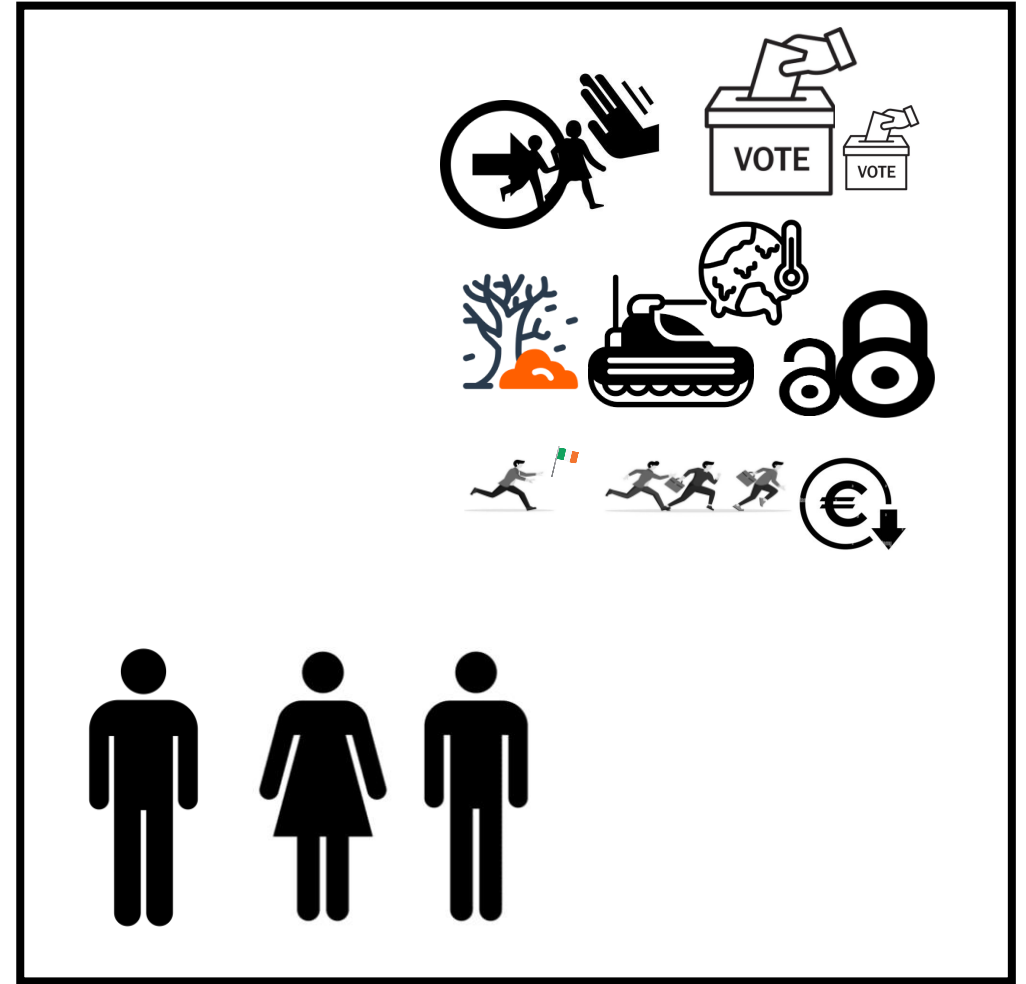
The strong foundation on which we are building – following on from the existing Strategic Plan, other existing strategies (e.g. Sustainability Strategy), real commitments (e.g. Athena Swan)

# TIME

# LAUNCH OF LAST STRATEGIC PLAN

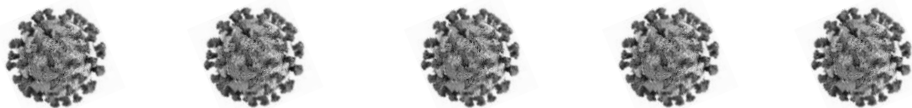
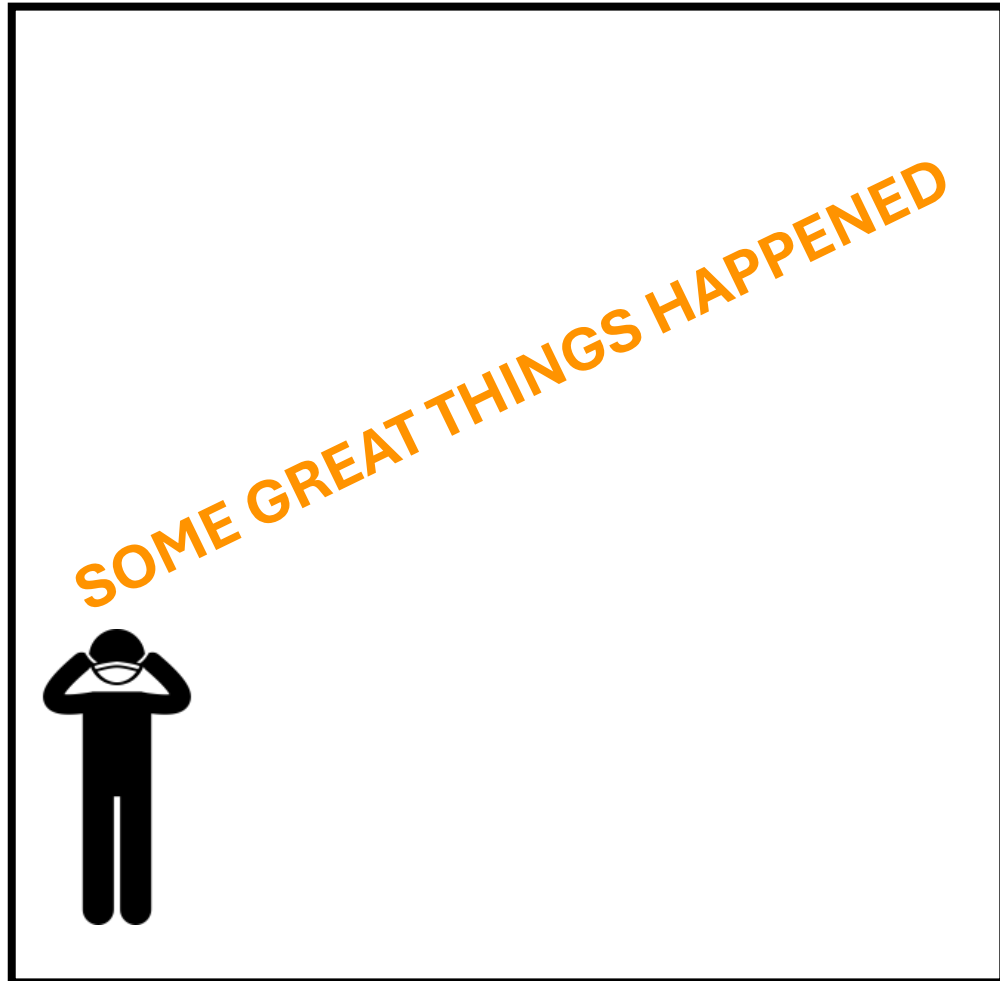


# LAUNCH OF THIS STRATEGIC PLAN

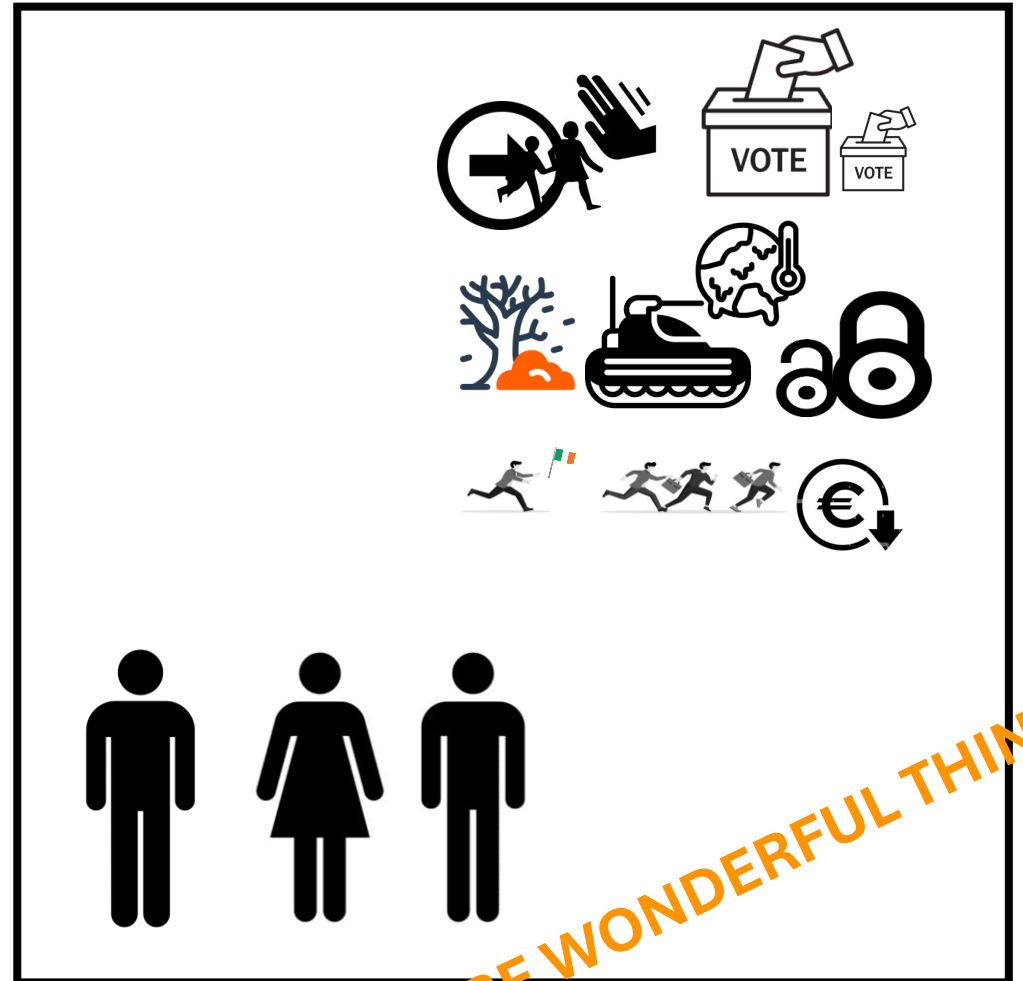




# LAUNCH OF LAST STRATEGIC PLAN



# LAUNCH OF THIS STRATEGIC PLAN



WE WILL DO MORE WONDERFUL THINGS