

Strategic Plan Development

Staff Briefing

25 November 2024

Orla Sheils

Vice-Provost & Chief Academic Officer



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

Board Working Group

Prof Orla Sheils, Vice-Provost / CAO

Prof John Walsh, Ussher Assistant Professor in Higher Education

Dr Mary Kelly, External College Board Member

Dr Neasa Hardiman, External College Board Member

Ms Isolde Goggin, External College Board Member

Fedelma McNamara, Executive Director, Academic Services Division



Internal Working Group

Prof Orla Sheils, Vice-Provost / CAO

Prof Vincent Wade, Senior Lecturer

Prof Martine Smith, Dean of Graduate Studies

Prof Gerard McHugh, Dean of Development

Dr Andrew O'Connell, Programme Director, Provost's Office

Dr Michelle Olmstead, Chief Innovation and Enterprise Officer

Aine Griffin, Director of Trinity Communications

Sally Anne Fisher, Deputy Director, Public Affairs and Communications

Paul Flynn, Programme Director - Digital Transformation - IT Services

Fedelma McNamara, Executive Director, Academic Services Division

Orla McCarthy, Director of the Office of VPCAO

Geraldine Anderson, Head of DAaSI Unit – Office of VPCAO

Anna Kucieba, Strategic Projects Officer

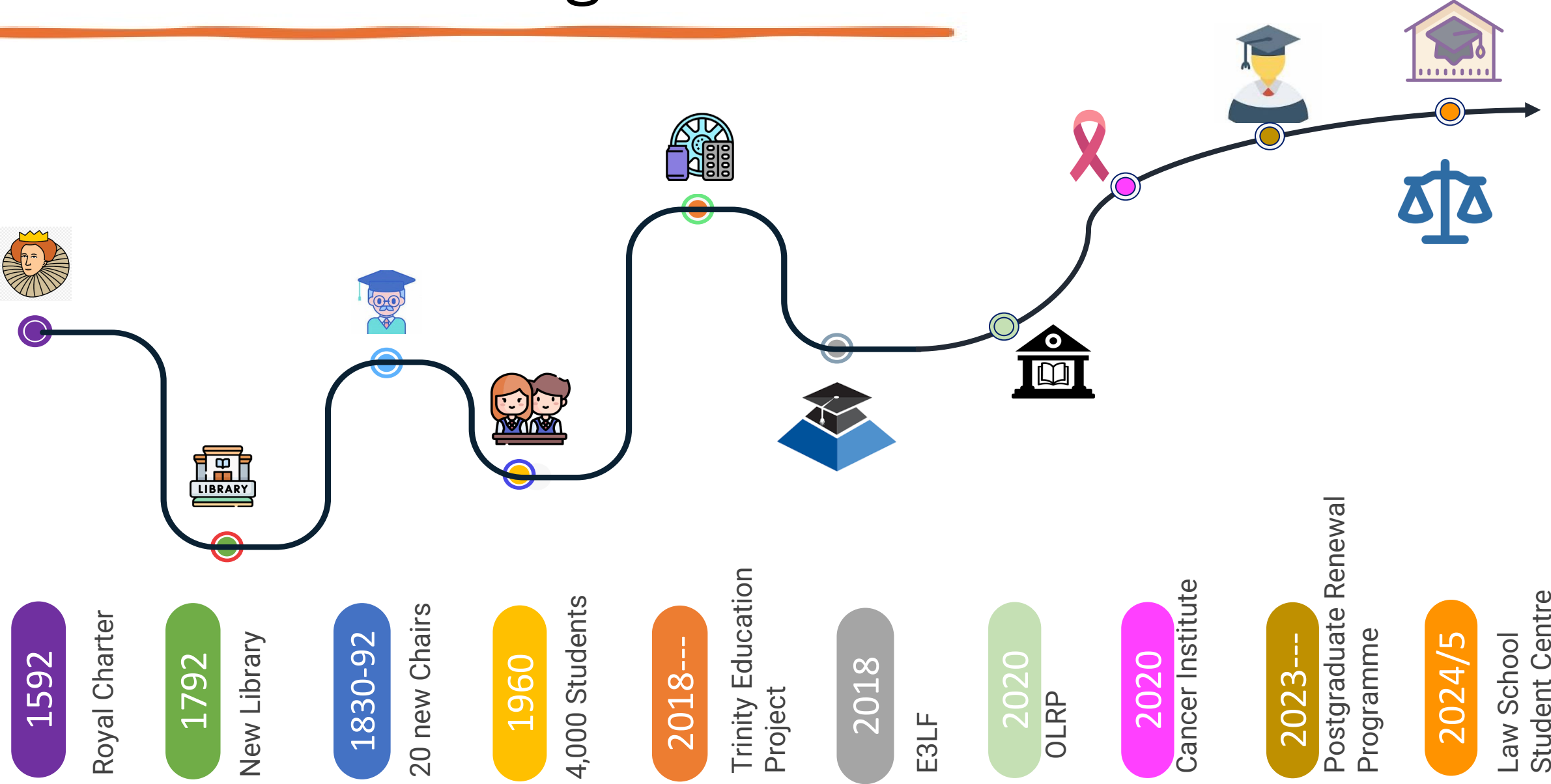
Where do we begin?

Our motto:

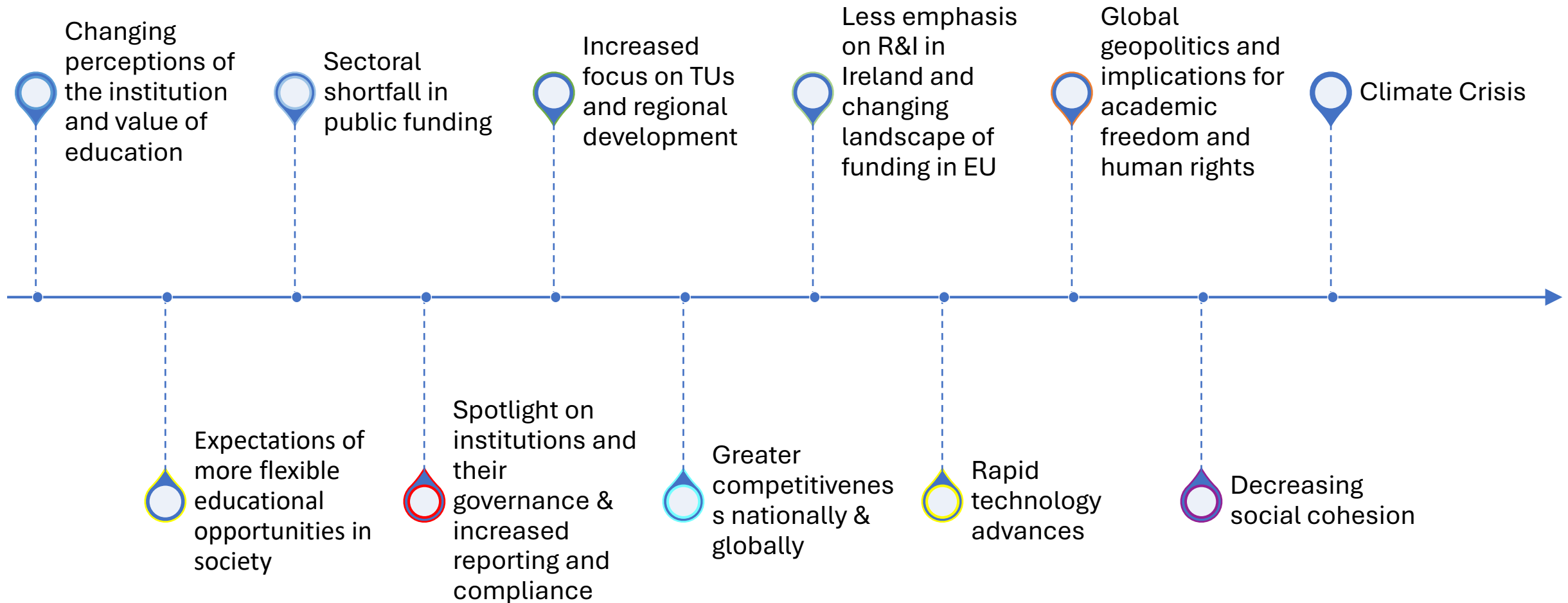
- *Perpetuis futuris temporibus duraturam*
- We will endure into endless future times



We are not starting from zero



Observed Challenges



Forging our Future

- Building on our Past
- Protecting our Future



Re-energising Trinity



Vision

Something like:

- A dynamic intellectual community dedicated to transformative research and innovative teaching, changing our World for the Good



Mission

- Our mission is to inspire and empower diverse learners and leaders to tackle world-changing challenges, fostering collaboration for sustainable solutions that benefit both people and the planet.
- Together, we aim to shape a brighter future for generations to come.



Values



Collaborative



Pioneering



Nature Positive

Strategic Programme

Recommendation from Consultations and Board Working Group:

- 5 Themes



Strategic Programme - Themes

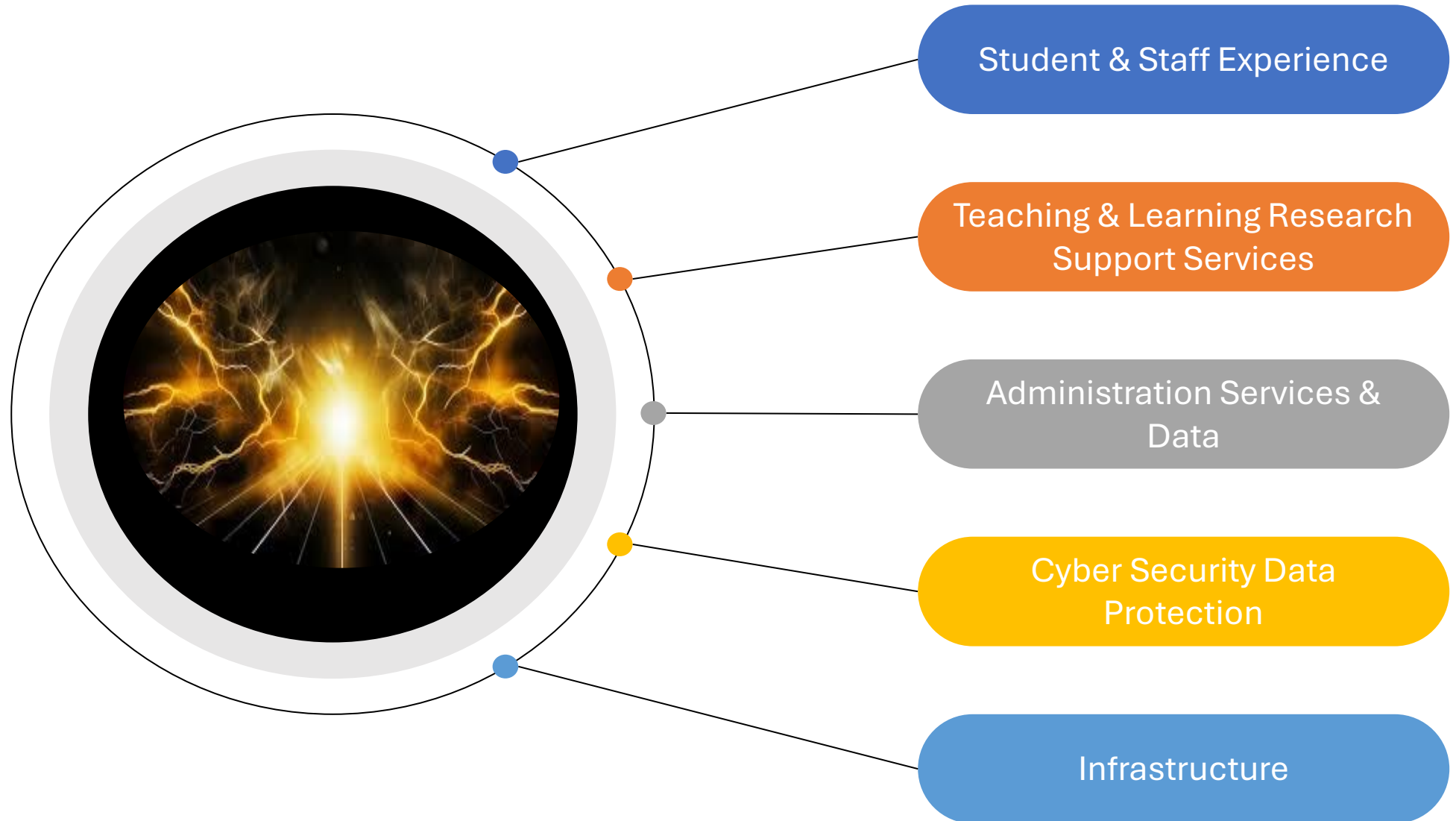


These themes are not strategic in themselves. The actions we set out under each will be.

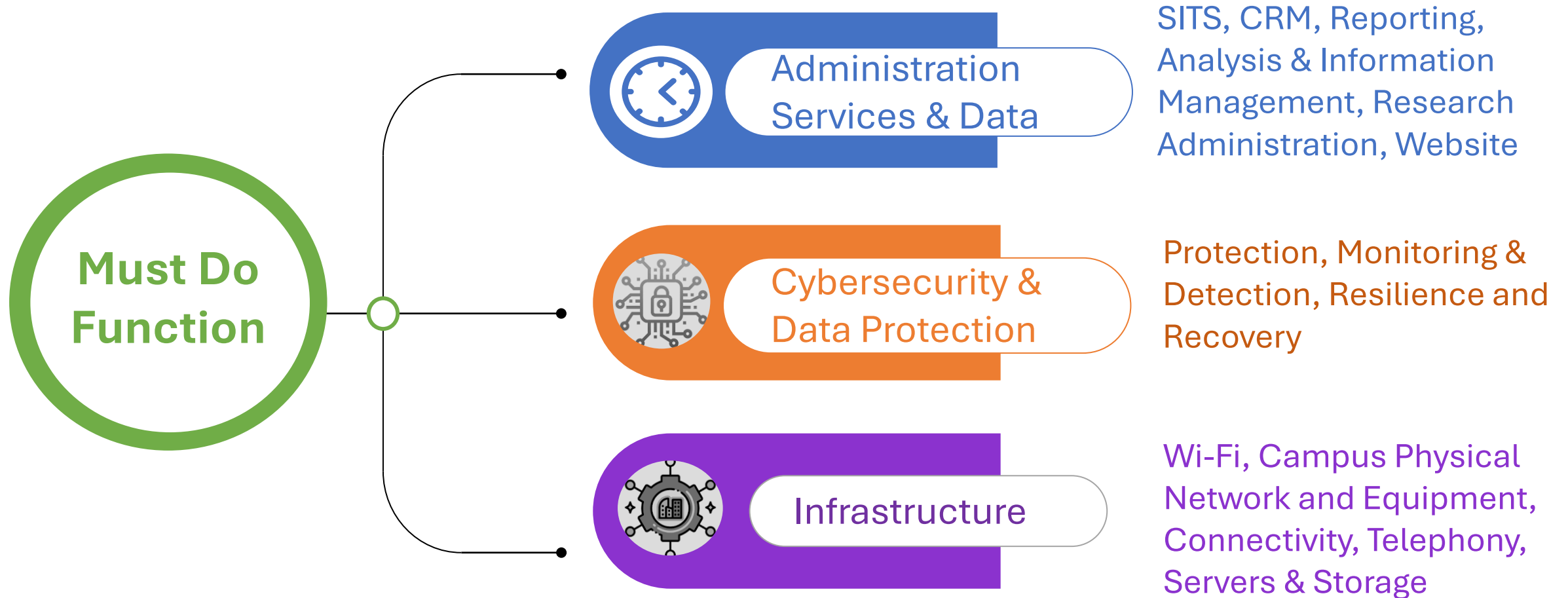
Implementation



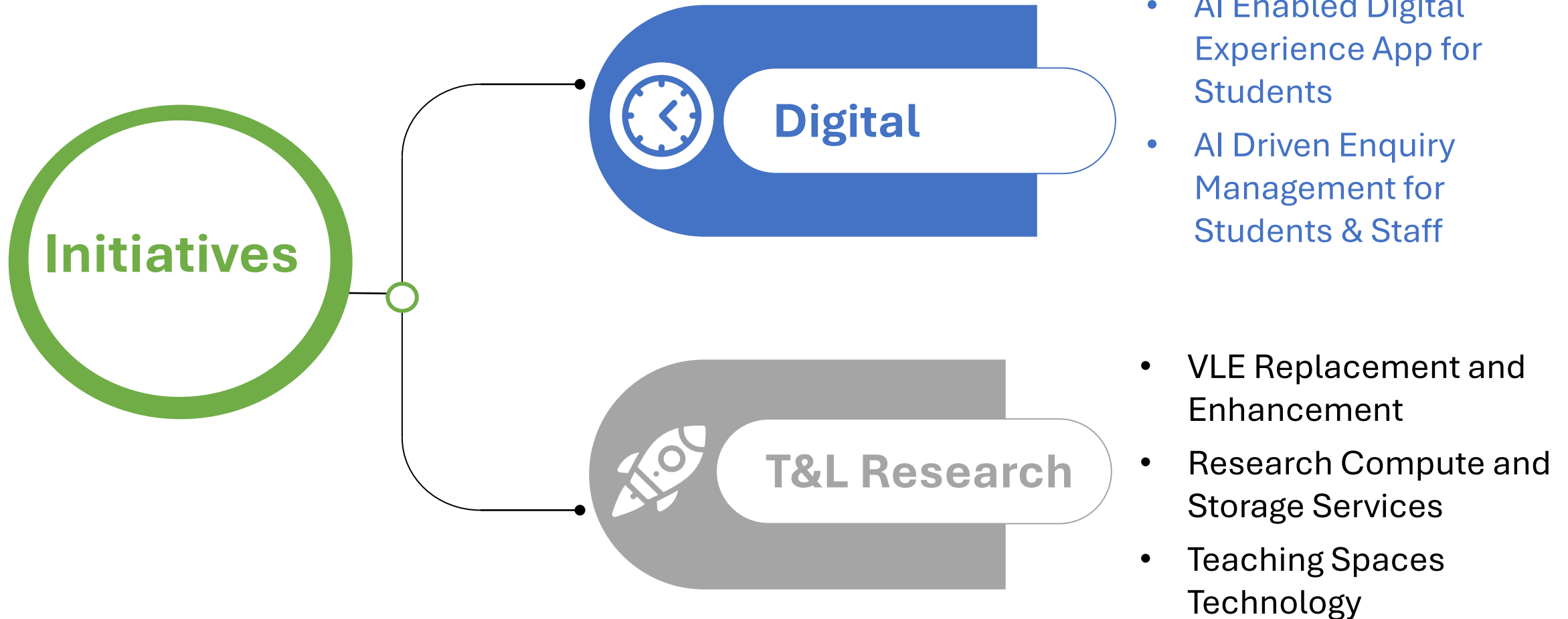
Managing our Digital Deficit



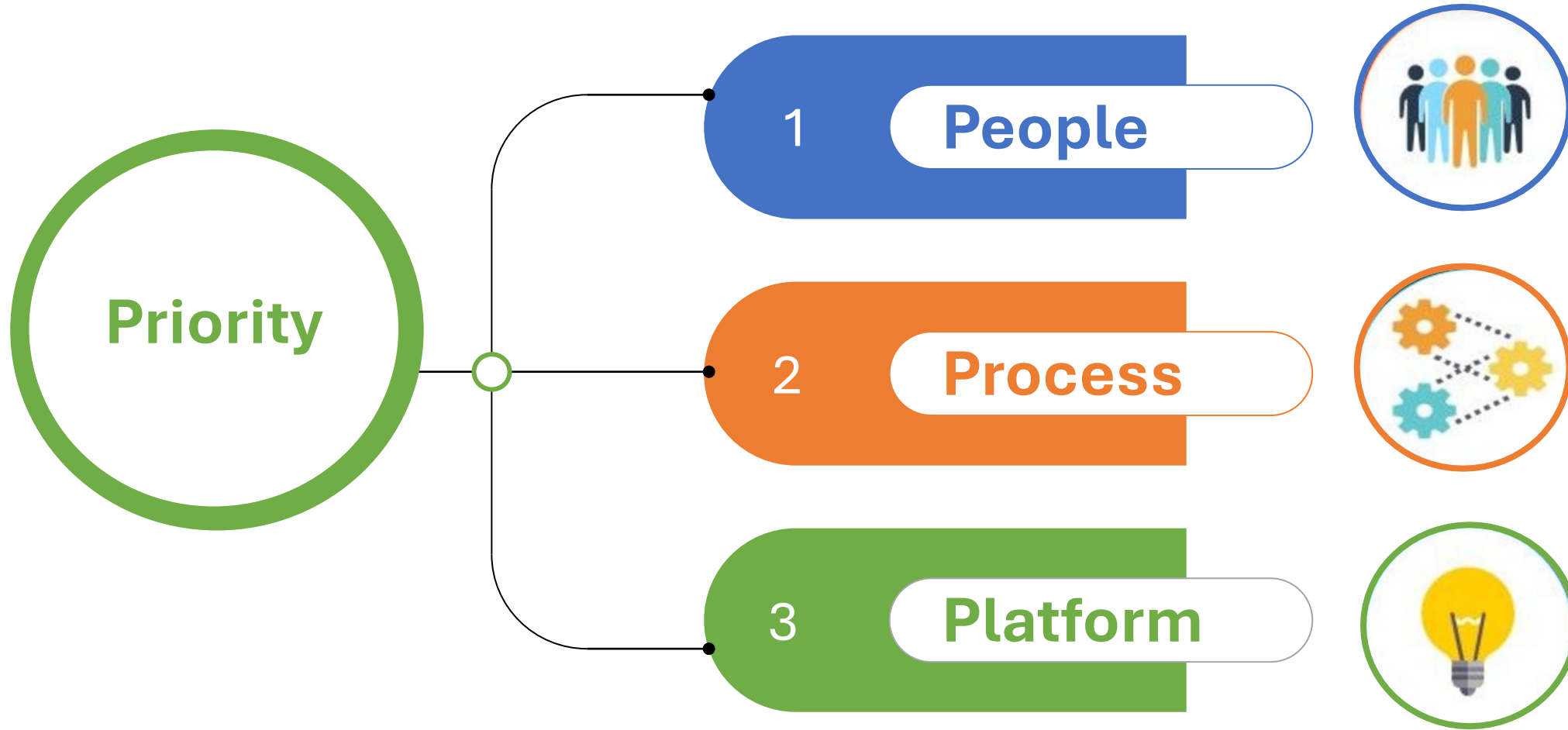
Essential Systems



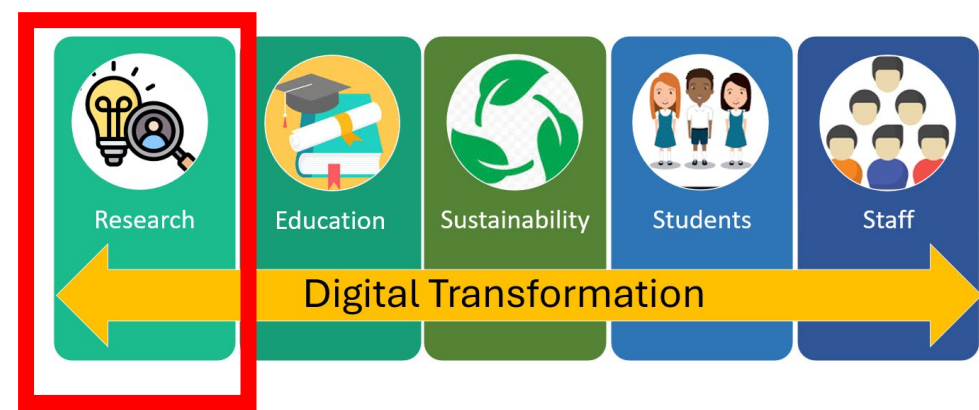
Strategic Ambitions



Digital Transformation



Theme - Research



Suggested Key Actions:

Action 1 - Develop supports for schools and units to identify, recruit and retain Future Leaders.

Action 2 - Develop supports for PIs pre and post award

Action 3 - Develop supports for crucial infrastructure

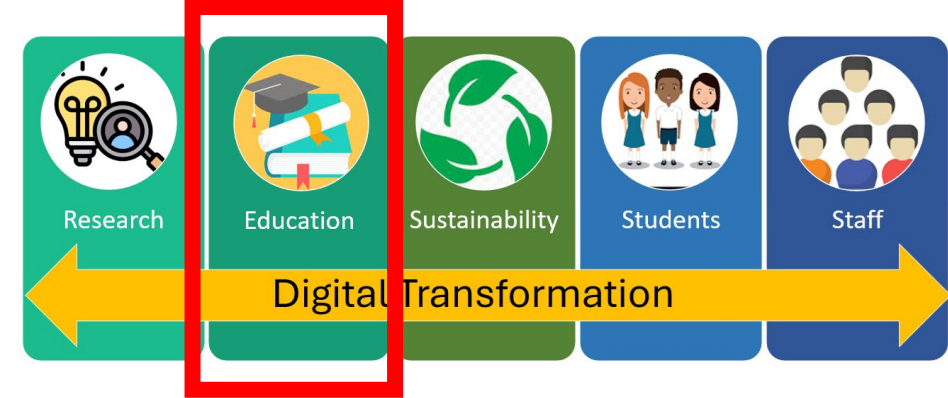
Action 4 - Reinforce our commitment to Academic Freedom

Action 5 - Digital Transformation

Action Owners:

- Dean of Research
- Chief Innovation and Enterprise Officer
- Trinity Development and Alumni
- Chief Operations Officer

Theme - Education



Suggested Key Actions:

Action 1 - Enable learners to access education to meet their needs

Action 2 - Embrace AI and develop innovative pedagogy

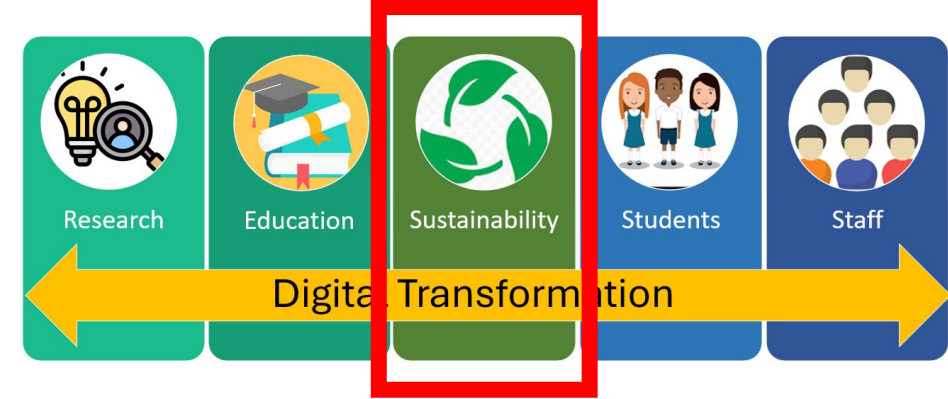
Action 3 - Pursue Education for All

Action 4 - Digital Transformation

Action Owners:

- VP/CAO
 - Senior Lecturer/Dean of Undergraduate Studies
 - Dean of Graduate Studies
 - Associate VP EDI
 - Chief Operations Officer

Theme - Sustainability



Suggested Key Actions:

Action 1 - Net zero emissions by 2040

Action 2 - Nature positive by 2030

Action 3 - Healthy Trinity by 2030

Action 4 - Digital Transformation

Action Owners:

- VP For Biodiversity & Climate Action
- Chief Operations Officer

Theme - Students



Suggested Key Actions:

Action 1 - Provide a seamless, coherent system to navigate the student journey

Action 2 - Create a better student experience

Action 3 - Pursue Equality, Diversity, and Inclusion

Action 4 - Digital Transformation

Action Owners:

- VP/CAO
 - Dean of Students
 - Senior Lecturer / Dean of Undergraduate Studies
 - Dean of Graduate Studies
 - Associate VP EDI
- Chief Operating Officer

Theme - Staff



Suggested Key Actions:

Action 1 - Demonstrate that we value our staff

Action 2 - Make a difference to the health and wellbeing of our community

Action 3 - Exceptional experience

Action 4 - Digital Transformation

Action Owners:

- Chief Operating Officer
 - HR
- Healthy Trinity (Sustainability)

Underpinning Theme – Digital Transformation



Improved Student experience

Flexibility for Life-Long Learning



Enhanced Staff experience



Enabler for Innovative Pedagogy Staff experience



Facilitates Research Administration & Delivery

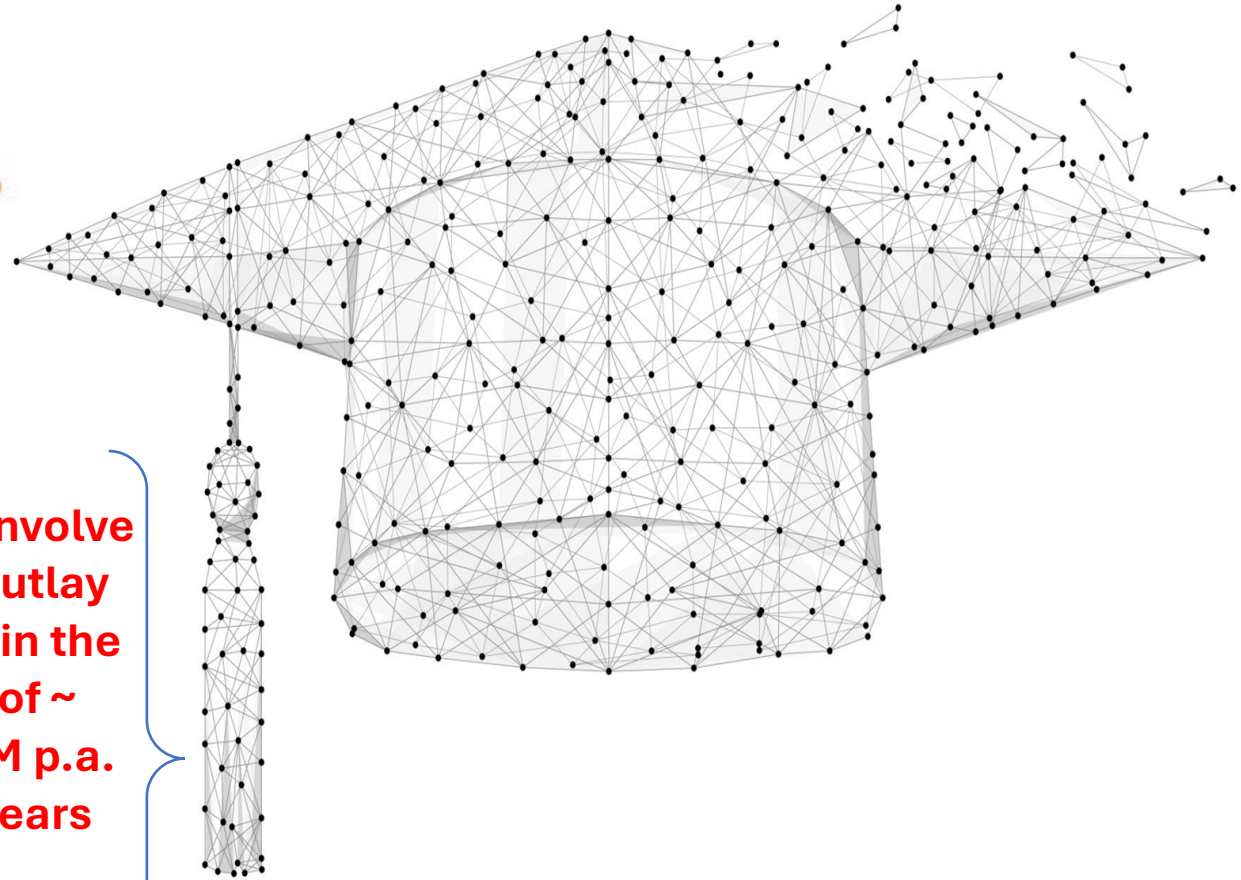


Supports Sustainability Agenda

Digital Transformation to include:

- Student and Staff Digital Experience
- Teaching & Learning and Research Services
- Services and Data Administration
- Cybersecurity, Identity Access & Data Protection
- Infrastructure

**This will involve
a large outlay
possibly in the
region of ~
€20—25M p.a.
over 5 years**



Financial Sustainability



What is financial sustainability?

“ An institution is being managed on a financially sustainable basis if it is:

- 1) recovering its full economic costs
- 2) investing in its infrastructure (physical, human and intellectual)

at a rate adequate to maintain the future productive capacity needed to deliver its strategic plan and to serve its students and other customers.

”

Securing a Sustainable
Future for Higher Education
OECD 2004

What are the potential funding options?

- Use existing money
- Make savings or re-direct existing money
- Borrow
- Earn additional income
- Government support



Board Nov '24

- Requested to approve the direction of travel that will involve scoping out a project to address the digital deficit.

Board Approved 06 November 2024. Current focus is to scope this out

Next steps...

- Comments to:
strategy2025-30@tcd.ie
- Updates available via:
[Academic Services Division website / Projects](#)
- Next Staff Briefing:
25 March 2025
- Strategic Plan launch:
July 2025

Current Projects



Admissions Strategy



CHARM-EU



Human Capital Initiative



Postgraduate Renewal Programme



Senior Academic Promotions Review



Strategic Plan 2025-30 Development



Thank You
