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

Annual Report
2019-20

www.tcd.ie

Members of the Board of Trinity College Dublin during the 2019-2020 academic year were:

Ex Officio	
Patrick J. Prendergast	Provost
Chris Morash	Vice-Provost/Chief Academic Officer
Kevin Mitchell	Senior Lecturer/Dean of Undergraduate Studies
Paula Murphy	Registrar
Veronica A. Campbell	Bursar/Director of Strategic Innovation

Elected/Nominated	
Deirdre Ahern	Fellows and Fellow Professors (2016-2020)
Sarah Alyn Stacey	Fellows and Fellow Professors (2016-2020)
Laura Beston	Student Representative (President of the Students' Union) (2019-2020)
Louis Brennan	Fellows and Fellow Professors (2018-2022)
Andrew Burke	Fellows and Fellow Professors (2018-2022)
Kevin Byrne	Technical, Administrative and Support Staff (2020-2020)
Jill Donoghue	External Member (nominated by the Institute of International and European Affairs, IIEA)
Sylvia M. Draper	Fellows and Fellow Professors (2016-2020)
Stephanie Farrell	Technical, Administrative and Support Staff (2016-2020)
Darren Fayne	Non-Fellow Academic Staff (2016-2020)
David Grouse	Technical, Administrative and Support Staff (2018-2022)
James Keogh	Technical, Administrative and Support Staff (2016-2020)
Vacant	External Member (nominee of the Minister for Education and Skills)
Aisling Leen	Student Representative (Welfare Officer of the Student's Union) (2019-2020)
Niamh McKay	Student Representative (Education Officer of the Students' Union) (2019-2020)
Kathleen McTiernan	Non-Fellow Academic Staff (2018-2022)
Rachel Moss	Non-Fellow Academic Staff (2016-2020)
Brian O'Connell	Fellows and Fellow Professors (2018-2022)
Eunan O'Halpin	Fellows and Fellow Professors (2016-2020)
Shaz Oye	Student Representative (President of Graduate Students' Union) (2019-2020)
Diarmuid R. Phelan	Fellows and Fellow Professors (2018-2022)
Aidan Seery	Non-Fellow Academic Staff (2018-2022)
Fintan Sheerin	Non-Fellow Academic Staff (2018-2022)

In attendance	
Ian Mathews	Treasurer/Chief Financial Officer (in attendance *ex officio*)
Peter Reynolds	Interim Treasurer/Chief Financial Officer (in attendance *ex officio*)
John Coman	Secretary to the College (in attendance *ex officio*)
Geraldine Ruane	Chief Operating Officer (in attendance, by invitation)
Juliette Hussey	Vice-President for Global Relations (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: fishers@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 QS World University Rankings, The Times Higher Education (THE) World University Rankings and the Academic Ranking of World Universities, Shanghai.

Trinity was ranked in 108th place in the world and 37th in Europe in the QS World University Rankings 2020. Trinity was ranked in 164th position in the Times Higher Education World University Rankings 2020.

1.2 Quality

The 2019-2020 academic year was dominated by two events, (i) the onset of the COVID-19 pandemic, which caused disruption to the quality review cycle (see below) and (ii) the initiation of preparations for Trinity's Institutional Quality Review, currently scheduled for 7-11th March 2022.

The Quality Office facilitated quality reviews of the Financial Services Division (FSD) (January 2020) and the School of Medicine (February 2020) in 2019-2020. Planned reviews of the Schools of Biochemistry and Immunology, Genetics and Microbiology and the LIR Programmes, scheduled for March/April and May 2020, were postponed due to the advent of the COVID-19 pandemic. Trinity's first review of one of its transnational partners, the Singapore Institute of Technology (SIT), was also postponed and a review of the Academic Practice unit, which sits in Trinity Teaching and Learning, was rescheduled to April 2021.

The steering group to lead the preparations for the Institutional Review, formally known as the Institutional Self-Evaluation Team (ISET), was established in January 2020. Key deliverables for 2019-2020 included the Annual Institutional Quality Report (Feb 2020) and Institutional Profile (April 2020). Efforts to promote awareness of the Institutional Quality Review include a refresh of the Institutional Review webpage on the Quality Office website and an information pamphlet summarising the purpose of the review to be provided to internal and external stakeholders. Members of the College community were invited to contribute 'Case Studies in Quality' to be provided as part of the Institutional Review documentation. Work commenced on a 'We value your Opinion on Quality in Trinity' survey to help engage community input to the review and on the Institutional Self-Evaluation Report (ISER), the primary document for the External Review Team.

The Quality Assurance Procedures of Trinity's Linked Providers - the Royal Irish Academy of Music (RIAM) and Marino Institute of Education (MIE) concluded in 2019-2020. RIAM's procedures were approved by University Council in May 2020 and MIE's in September 2020.

The Framework for Quality in Trinity was revised in April 2020 to improve the layout and accessibility of the information in the graphic, and to demonstrate the relationship between Trinity's quality processes, outputs from these processes, the reporting pathways and the resulting enhancements. The Programme Review Procedures were updated in October 2019 to reflect new academic policies, the General Data Protection Regulations (GDPR) and to clarify Trinity's responsibilities as a Designated Awarding Body (DAB) in respect of quality assurance of validated programmes delivered by its Linked Providers, the Royal Irish Academy of Music and the Marino Institute of Education.

The Quality Committee considered the reports from the National Student Survey.ie UG/PGT and PGR in October 2019 and April 2020 respectively; a report by Internal Audit on Quality Compliance in April 2020; and conducted the annual review of the Quality Risk Register in November 2019.

2019-2020 also provided the opportunity for the Quality Office to participate in and contribute to the CHARM-EU European University Alliance in which Trinity partners with the Universities of Barcelona, Utrecht, ELTE (Budapest) and Montpellier. Work in the initial phases of the project focused on the initial accreditation and recognition of the CHARM-EU Masters in Global Challenges for Sustainability across all five jurisdictions under the European Approach to Quality Assurance of Joint Programmes (2014).

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 18,941 registered undergraduate and postgraduate students in 2019-2020. Of these, approximately 71.65% were from the island of Ireland. In looking at the EU vs non-EU cohorts, 15,707 (83%) were EU, and 3,234 were non-EU (17%). The student population was 60% female and 40% male.

A total of 13,384 (71%) were registered on undergraduate programmes, 5,496 (29%) on postgraduate programmes, and 61 (0.3%) on foundation courses.

2.2 Admissions Statistics

In 2019, Trinity received 7,611 first preference CAO applications – a decrease of 0.7% on 2018 (7,616), resulting in Trinity attracting 16% of all first preference applications across the sector.

A total of 67,281 applicants applied through the CAO for Level 8 courses in Irish higher education institutions, a decrease of 3% on the 2018 figure of 69,861. In 2019, 17,880 (17,698 in 2018 and 18,590 in 2017) mentioned Trinity as one or more of their CAO course preferences.

Students from nearly every county in Ireland as well as 24 countries worldwide were awarded special Entrance Exhibition Awards from Trinity in November 2019. A total of 452 students from 379 schools in 30 counties and 24 international students were presented with high achievement awards for receiving 500 points or more in the Leaving Certificate (or equivalent final examination). 2019 continued the trend of seeing students from a far greater diversity of schools receiving the award. There has been a 54% increase in the number of second level schools from across the island of Ireland represented (from 245 schools in 2017 to 379 in 2019). Most schools have one student awardee per school which means the diversity of students and schools is far greater. The Entrance Exhibition Awards were awarded to 247 students from Leinster; 48 students from Connacht; 82 from Munster; 51 from Ulster and 24 international students. Out of the overall awardees, 188 students are studying Engineering, Mathematics and Science; 117 students are studying Health Sciences and a further 147 students are studying Arts, Humanities and Social Sciences. Overall, 51% of the 452 awardees are female and 49% 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 (25) places were set aside for the study: Law (10 places), History (10 places), and Ancient and Medieval History and Culture (AMHC) (5 places). In 2019, a total of 232 students applied to participate in the Study (244 in 2018).

2.3 Scholarships

Foundation Scholarship is a University institution with a long history and 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 2019-2020 academic year 57 students were awarded Scholarships on Trinity Monday 2020. Recipients of the scholarships represented all faculties: the Faculty of Arts, Humanities and Social Sciences (23); Faculty of Science, Technology, Engineering, Mathematics and Science (15); and Faculty of Health Sciences (19).

2.4 The Curriculum – New Courses

The following undergraduate and postgraduate courses and modules were approved by the University Council in 2019-2020:

UG / PG	Name of Course	Degree award
PG	Irish Sign Language Interpreting	P Grad Dip
PG	Economic Policy	MSc
PG	Modern and Contemporary Literary Studies	MPhil
PG	Quantum Fields, Strings and Gravity	MSc
PG	Children's Literature (2-year part-time)	MPhil
PG	Irish Writing (2-year part-time)	MPhil
UG/PG	Integrated Environmental Science and Engineering	Master in Applied Environmental Science (award to be established)
PG	Advanced Practice (Midwifery) and Advanced Practice (Nursing) (For new entrants from 2020/21)	MSc/P Grad Dip/P Grad Cert
PG	Development Practice	MSc
PG	Business Analytics	MSc
PG	Cancer Survivorship	MSc
PG	Orofacial Pain	P Grad Cert
PG	Workplace Wellness	P Grad Cert
PG	Film Studies/ strand in Screenwriting	MPhil
PG	Christian Theology (*New entry and exit points to current MPhil in Christian Theology)	P Grad Cert and P Grad Dip
PG	Digital Humanities and Culture (*New entry and exit points to current MPhil in Digital Humanities and Culture)	P Grad Cert and P Grad Dip
PG	Nursing: Specialist Nursing/ strand in Gerontological Nursing	MSc
PG	Creative and Cultural Entrepreneurship	P Grad Cert
UG	Dual degree programme in Geoscience, with Columbia University	BA (mod.) from Trinity and BA from Columbia
UG	Dual degree programme in Neuroscience, with Columbia University	BA (mod.) from Trinity and BA from Columbia
UG	Minor Subject in Statistics	
UG	Dual degree programme in Philosophy with Columbia University	BA (mod.) from Trinity and BA from Columbia
UG	Dual degree programme in Religion with Columbia University	BA (mod.) from Trinity and BA from Columbia
UG	Certificate in Christian Theology and Practice	Certificate
UG	Joint Honors Subject in Linguistics	BA (mod) (& ord. BA)
UG	Joint Honors Subject in Social Policy	BA (mod.) (& ord. BA)
UG/PG	Integrated UG/PG Environmental Science and Engineering	BS/MAI
UG	Articulation programme in Engineering, with International Centre for Applied Sciences, Manipal University	

2.5   Commencements, Firsts and Gold Medal Awards

A total of 5,861 degrees were conferred (3,273 primary degrees and 2,588 higher degrees) in 53 commencement ceremonies in the 2019 calendar year. One-thousand and three students received first class honours at the degree examinations in 2019-2020 and, of these, 185 were awarded Gold Medals.

Honorary conferring took place at the Commencement ceremonies on Friday 6 December 2019. Irish Times columnist Fintan O'Toole, former Tánaiste Mary Harney, mental health activist, Joan Freeman, marine scientist, Prof Terry Hughes and neuroscientist, Prof Michael Gazzaniga were honoured by the newly elected Chancellor of the University, Prof Mary McAleese during the Winter Commencements.

Trinity recognised the rich academic and cultural links between Ireland and Greece on 17 January 2020 by awarding an honorary degree to the Greek President H.E. Prokopis Pavlopoulos. He was awarded Trinity's highest honour by the university's Pro-Chancellor the Rt. Hon Lord Justice Donnell Deeny. There were no recipients of Honorary Degrees at the Summer Commencements due to COVID-19.

2.6   Trinity Access

Trinity Access (including the Mature Students Office) offers a range of initiatives aimed at increasing the participation rate at third level of young adult and mature students from under-represented groups. Trinity Access has been working in the area of widening participation since 1993 with a track record of building, scaling, and sustaining educational innovations.

The programmes encompass second-level pedagogy, alternative admissions systems to higher education, post-entry support and career development programmes for undergraduates. Coupled with this, there is a strong focus on teacher professional development and embedding sustainable school-based programmes for deeper school cultural impact and community engagement.

Trinity Access is funded by the Higher Education Authority, through the Programme for Access to Third Level Education (PATH), the Department of Education and Skills and several individual and corporate funders for the following initiatives:

- School and Community Outreach
- Pre-University Preparation Courses: Foundation Course for Young Adults and Mature Students, Trinity
- Partnership Courses in Liberal Arts: Trinity and City of Dublin Education and Training Board (CDETB)
- Pathways to the Professions Programmes (including Law, Business and Technology)
- Post Entry Progression Programme
- Research, Evaluation, and Innovation
- Trinity Access 21 Project
- Bridge to College Programme
- College Awareness Week (CAW)
- Community Mentoring
- Tech2Students

There were 446 admissions to Trinity through Trinity Access in 2019-2020, via alternative entry routes and preparatory programmes and the Mature Student Office.

Trinity Access works with DEIS schools with a legacy of low progression to third level. They work with 70 schools across the wider Dublin area, 40 are closely linked primary and second-level schools and 30 schools are involved with projects such as Citywise, CodePlus, DCC and Schools of Distinction. Trinity Access, with the assistance of more than 20 Trinity departments, enabled approximately 10,000 students, parents and teachers to participate in on-campus, virtual and school-based activities during 2019-2020. These included campus tours, mentoring programmes, the Med Day for Junior Cycle students, CodePlus coding classes for girls, the

Pathways to Law, Business and Technology programmes, as well as maths and science exploration week and summer schools. They also had over 1,600 direct teacher engagements through conferences, teachmeets, post graduate courses and the teacher fellow programmes. Trinity Access also provides a range of post-entry support, activities, and career development programmes, as well as financial assistance to undergraduate students who have entered Trinity through alternative admissions routes. The Mature Student Office (MSO) is an integral part of Trinity Access. The MSO supports the recruitment, integration, and success of the mature student cohort in the University. In 2019-2020 there were 155 mature new entrants. This figure includes students who have progressed from the Foundation Course for Mature Students and mature students from link ETB Colleges (Pearse/Plunket).

The University has committed in its Strategic Plan to more than doubling the number of QQI-FET ("FET") students progressing to the University by 2025. Trinity Access had led on the establishment of over 100 FET progression pathways to the University, across all Faculties. In addition, a FET to HE Project Officer role has been approved which will see a targeted recruitment strategy being developed and orientation and supports put in place for FET students.

2020 was a year of sustained uncertainty. The onset of the COVID-19 pandemic meant that traditional access points to information, advice and guidance for students were restricted, reformatted, and even completely removed. Nonetheless, the College Awareness community was committed to informing and inspiring all students about the fundamental importance of a post-secondary education. The team designed a hybrid campaign with three cornerstones: College Connections, Career Connections, and #CAWConnections. Digital content was increase intensified social media campaigns were intensified, and the CAW team even created motivational floor stickers for use by guidance counsellors in DEIS second-level schools. Now in its 8th year, over 130,000 participants rallied around CAW 2020, hosting and logging events within over 296 educational institutions in 27 counties across Ireland. These were launched by a host of dazzling speakers on Zoom, including Minister Simon Harris, Clive Byrne of National Association for Principals and Deputy Principals, Trinity immunologist Prof Luke O'Neill, and students from Carndonagh Community School and City Quay National School.

Tech2Students has been a resounding success over the last 15 months, supplying much-needed devices and tech to students. The campaign received over 4,500 devices from individuals and organisations, which allowed us to reach over 90 schools and 30 organisations all over Ireland. These devices meant students could stay online, complete their exam work and many have now completed their first year at university. A huge part of the success of this campaign was the contribution of the Irish media, where the campaign was featured on RTE news, radio, and the Late Late show, as well as many other radio stations and national newspapers. More recently, a Galway Tech2Students hub has opened and other organisations across Ireland are now looking to replicate the Tech2Students model.

2.7   Provost's Teaching Awards

The Provost's Teaching Awards are the University's principal means of acknowledging those academic staff who have made an outstanding contribution in the pursuit of teaching excellence in Trinity and who promote teaching as a scholarly activity.

The 2020 recipients were Prof Ayeshah Emon, School of Social Work & Social Policy, Prof Martha O'Hagan-Luff, School of Business, Prof Duana Quigley, School of Linguistic, Speech & Communication Sciences, Prof Alejandra Ramos, School of Social Sciences & Philosophy, and Prof Julie Regan, School of Linguistic, Speech & Communication Sciences.

These awards recognise the commitment and dedication to teaching and learning, innovation in creating learning environments which both support and challenge individual students, and the contribution to College's high reputation for its teaching quality, a are greatly appreciated by our academic community. All recipients were recognised for their dedication and commitment to teaching and learning excellence.

2.8   Online Education

As part of the University's strategic goals for online education, fully online postgraduate courses, developed by Trinity Online Services (TOSL), have been available since 2014. Many of these courses were updated in 2019-2020 to keep learning content current and in line with best practice. A fully online Diploma in Radiation Therapy was developed for the School of Medicine to offer alongside the previously developed fully online Certificate modules. Similarly, a blended Diploma in Clinical Exercise was developed for the School of Medicine to offer alongside previously developed fully online Certificate modules. A blended Research Methods module was created for the School of Nursing and Midwifery, which enabled a range of M.Sc. students to study content online while preparing for their dissertations.

In support of Trinity Education Project (TEP)'s goal to renew Trinity's undergraduate education, TOSL continued to support multiple TEP elective modules through the production of digital learning tasks, video, and interactive multimedia resources for multiple Schools across the University.

Trinity continues to support global-learning communities through the provision of high-quality, open-access courses (MOOCs) in partnership with FutureLearn. In 2019-2020, over 46,000 learners signed up for Trinity MOOCs, one of the highest yearly totals to date. Popular topics included The Book of Kells, Radiation Oncology, Sustainable Development, Intellectual Disability Nursing and Exercise Prescription.

This year also saw the launch of new courses on the Journey to Birth, Women's Health After Motherhood and The History of the Book. Trinity continues to run the fully online CPDs in the Economics of the Property Market and Legal Studies for Child Protection and Welfare Practitioners.

2.9   International Agreements

In the 2019-2020 academic year there were multiple partnerships in development including joint degrees with La Salle College of Arts in Singapore in World Theatre and Performance (Drama) and in Acting and International Practices (LIR) and in Music with Sunway (Malaysia). Discussions on a dual degree with Sydney (in Social Policy and Law) were ongoing in 2019-2020.

The dual degree programme at Columbia in Engineering and two further additions to the Columbia Dual BA Programme in the disciplines of Religion and Philosophy were approved by the Undergraduate Studies Committee in May 2020.

Trinity remains part of CHARM-EU (Challenge driven, Accessible, Research based, Mobile European University), whose theme is Reconciling Humanity with the Planet. Our partners are the University of Barcelona, Utrecht University, Eötvös Loránd University Budapest, and University of Montpellier. Work was undertaken on the planning of a master's programme for approval in the latter half of 2020 and a first draft of a Mobility Matrix System was completed.

The strategic partnership with the University of Birmingham made good progress across research and student mobility and saw seed funding committed to scale up engagement in the three areas identified for particular focus: Bioengineering; Clinical Trials and Training; and Digital Humanities, with a commitment to expand and increase student exchanges across the institution. The ambition to create a dual degree programme remains a long-term objective for this strategic partnership and is most likely to develop in one of the areas of focus once research collaboration has become embedded.

Trinity and Sorbonne University committed to a strategic partnership in 2018 and initiation of this agreed activity space got underway during 2019-2020, with a pathway document jointly developed covering the multi-functional partnership (research and education), with each providing some activation seed-funding. Neurosciences has proven to be an area of particular interest for collaboration in research and a dual degree at master's level remains an ambition.

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 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 2019-2020 academic year, students and student societies were successful in many areas.

Notable achievements and anniversaries this year include:

- Undergraduate students from Trinity finished among the front-runners when tasked with solving a real-world engineering problem in an international competition in October sponsored by multinational, GE. Representing the Trinity team was Owen Murphy. He attended the ITHERM 2019 conference in Las Vegas for the final stage of the Student Heat Sink Design Challenge, which provided the competitors with a taste of additive manufacturing.
- Student Lyndsay Walsh completed An Taisce's Climate Ambassador programme in 2019 and was presented with an Outstanding Achievement Award for her incredible work in communicating climate change to the IMF/World Bank, leading ecological studies in the Amazon Basin and using her platform on CNBC to raise awareness of climate justice to an international audience. Lyndsay is estimated to have reached over 1.2 million people in 2019, which goes to show the power and influence that one person can have.
- A Trinity PhD student from Trinidad competed with counterparts in major European universities in the final of an innovation competition run by electronics company Qualcomm this past May. Daniel Joseph (DJ) Ringis works in the area of AI for video streaming with the Sigmedia Group in Trinity's Department of Electrical and Electronic Engineering.
- Aoife Kearins received this year's Mary Mulvihill judges' highly commended award, a science media competition for third-level students that commemorates the legacy of science journalist and author Mary Mulvihill (1959–2015). Aoife's project discussed the importance of surroundings, such as the beach, to inspire science research and not just artists.

Societies

- In January 2020, the Central Societies Committee (CSC) was joined by the Provost and current members of College to mark 50 years of the CSC supporting student activity on campus. They launched a video which tells the story of Trinity societies through the lens of alumni whose lives have been heavily influenced by their time involved with societies. The piece involving current societies and students, as well as key society alumni, not only represents the outstanding contribution that student societies make to Trinity but reiterates the long-term value of involvement in such extracurricular activity.
- The CSC motto for 2019-2020 was 'Go Green' and societies were encouraged to organise events that promoted this. Trinity Arts Festival, Knitting Society, DU Players, Trinity Musical Theatre Society, Environmental Society and Vegan Society all hosted events that were both sustainable in nature and spread awareness of how societies can play a part in reducing the carbon footprint and promote climate and biodiversity action.
- The Law Society held a *Trinity Women in Law Launch*, which was a themed exhibition on the history of women in law and was attended by guest speakers Senator Ivana Bacik and former Supreme Court Justice Mary Finlay Geoghegan.
- The Historical Society celebrated 250 years of activity with a series of events that extended over a week, on the theme of *'Oratory in the Service of Democracy'.* The Right Honourable Sir Donnell Deeny, Pro-Chancellor of the University and in his youth the only person to win the Irish Times Debating Trophy three times, formally launched the Hist250 celebrations, at a special reception in the Graduates Memorial Building.
- The Winter Showcase organised by Musical Theatre, Music, Dance, Singers and Cancer Society saw 120 performers together in one night in the Grand Social to put on a mix of solo and group performances from Trinity talent.
- DU Players hosted a Glitter Festival that comprised of a weeklong production of Bent by Martin Sherman, a landmark queer play which highlighted the abuses queer people suffered in Nazi Germany in addition to multiple talks, exhibitions and installations celebrating Queer Culture.

Sport

Over 6,066 students joined a sports club in 2019-2020 with 63% of sports club members continuing to engage in active participation throughout the academic year. Despite trainings being cut short and competitions cancelled in March 2020 there was no shortage of standout sporting moments throughout the 2019-2020 season:

- On the weekend of March 7th and 8th in DCU, Dublin University Fencing Club won the Irish Intervarsity's Championship for the thirteenth year in a row in a streak stretching back to 2008.
- Trinity Meteors were crowned Division One champions in Leixlip, running out 80 – 65-point winners over St Mary's of Castleisland in the National League Final.
- DUHAC's distance athletes dominated the colours Cross Country on 22nd February 2020 against UCD in Phoenix Park. Trinity athletes finished first, second and third in both the men's and women's races.
- Trinity Camogie team claimed the Fr. Meaghair Cup with a win over UCD at Waterford IT Arena in January 2020, capping off a hugely impressive season with a 0-13 to 0-08 victory over their rivals.
- In February 2020, Collingwood Cup hosts Dublin University Association Football Club (DUAFC) claimed the Farquhar Cup with a win over National University of Maynooth at College Park.
- The women's volleyball club team topped the Student Sport Ireland league 2019-2020 and elsewhere the men's team won the Student Sport Ireland men's volleyball cup 2019-2020.
- The barbell club successfully took part at the junior powerlifting nationals where three athletes qualified to compete internationally for Ireland.
- Other successes and various medals for Trinity were won by the Archery, Judo, Karate, Trampoline, and Badminton club.

4. Research Activities

4.1 Research Funding

Research activity (measured based on research expenditure) of €99m represents a decrease of €2m (2%) on prior year levels. The value of new awards secured in the year amounted to €119m (2018-2019: €155m) and were particularly impacted by limited availability of Science Foundation Ireland calls. In 2019-2020 the Exchequer: non-Exchequer ratio of research income was 56:44 (2018-2019: 54:46).

Trinity's success in attracting EU funding continued in 2019-2020 with the value of new awards funded under the Horizon 2020 Programme amounting to €29m (2018-2019: €27m). Trinity's ranking in Europe, in terms of Horizon 2020 EU contribution across all organisations, is 54th out of almost 33,000 institutions from 158 territories and countries, with a global ranking of 34th in terms of Europe HEIs. Trinity has also secured 50% of all European Research Council awards to Ireland since 2014. While the research environment remains competitive and Trinity is well positioned in terms of EU funding success rates, the challenge for the future will be to maintain our ranking in Europe whilst also positioning ourselves for Horizon Europe. (Horizon Europe will, in line with the EU's Multiannual Financial Framework, extend from 2021-2027).

The rate of indirect costs (20%) compared to the Full Economic Cost rate of 59% continues to challenge the University's research support mechanisms and is an annually occurring funding gap that needs to be addressed.

In 2019-2020 there were over 1,489 active research accounts led by 582 Principal Investigators. Research activity supported c.2,300 individuals in 2019-2020 (1,610 staff and 690 PhD students).

Source of Research Funding	Year ended 30 September 2020
Science Foundation Ireland	33%
Commission of the European Union	21%
Other Non-Exchequer	8%
Iris Research Council	8%
Enterprise Ireland	7%
Heatth Research Board	7%
Irish Government / State Agency	6%
Industry	5%
Charity	5%

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:

Six Trinity researchers received government funding for vital research into COVID-19 and the implications of the disease on the health and well-being of Ireland and on our health service and public health decisions. The Health Research Board (HRB) in cooperation with the Irish Research Council (IRC) launched the COVID-19 Rapid Response Call in March 2020 to fund research to provide evidence for the national and global efforts to deal with the virus outbreak. The six projects are investigating the effect of COVID-19 on: older people's health; public health interventions; the use of telemedicine systems for vulnerable groups, those with systemic autoimmune disease and estimate the scale of the prevalence of the disease.

In April, Trinity and AIB announced a collaboration to establish a research hub at the University to urgently accelerate the College's immunology project tackling the COVID-19 pandemic, caused by SARS-coronavirus-2. The AIB COVID-19 Research Hub, located within the Trinity Biomedical Sciences Institute, is playing a critical role in the delivery of the Trinity COVID-19 Immunology Project. The Hub involves immunologists and infectious disease clinicians from St James's Hospital in Dublin. At the beginning of July, the government announced that they were contributing a further €4.8 million to the Hub.

In October 2019, Stevie the socially assistive robot made TIME magazine's front cover having made a big impression in a retirement community in the US. Stevie was designed and developed by a team led by Trinity's Assistant Prof Conor McGinn from the School of Engineering. The robot was re-introduced to its Irish fans after benefiting from the addition of some significant technological upgrades and advanced AI capabilities. Stevie the robot was among TIME's 100 best inventions of 2019. Dr McGinn was also honoured in MIT Review's Innovators under 35 European list.

Three Trinity researchers won prestigious European Research Council awards in December 2019. The winners were Dr Conor Buckley, Associate Prof and Director of Biomedical Engineering in the School of Engineering and a Principal Investigator in the Advanced Materials and Bioengineering Research (AMBER) Centre; Dr Redmond O'Connell, Associate Prof in the School of Psychology and Trinity College Institute of Neuroscience (TCIN); and Dr Matthew Campbell, Assistant Prof in the School of Genetics and Microbiology and a Principal Investigator in FutureNeuro, the SFI Research Centre for Chronic and Rare Neurological Diseases.

Prof Dan Bradley won a second European Research Council Advanced Grant of €2.5 million in March 2020. He is using the grant to pursue ground-breaking interdisciplinary research in the field of ancient epigenetics that will help write new chapters of ancient human history.

Researchers were awarded €2.3 million to study a rare disease known as "vasculitis" with advanced data linkage technologies. This condition requires very large quantities of data for researchers to draw conclusions about possible treatments or cures. Key Principal Investigators involved in the project called FAIRVASC are Mark Little, Prof of Nephrology in Trinity, and Declan O'Sullivan, Prof in Computer Science and Principal Investigator at ADAPT.

In June, Trinity launched Human+, a groundbreaking fellowship which places the human at the centre of technology innovation to serve the long-term and collective needs of society. The programme was ranked second in Europe among dozens of applications for its unique approach to driving technological innovation from the human perspective. Human+ is a five-year international and interdisciplinary fellowship programme that will create a unique research and training collaboration that integrates expertise and insights from the arts, humanities, and computer sciences, as well as real-world scenarios from industry and enterprise.

Prof Anna Davies won a European Research Council Public Engagement with Research Award for social media outreach for her engagement around the ShareCity project, which assesses the practice and sustainability potential of city-based food sharing economies. SHARECITY is a first of its kind online toolkit launched in January, to help food sharing initiatives around the world document and communicate the impact of their activities on the sustainability of food systems.

Eleven enterprise-focused research projects were among 50 that received a total of €4.3 million in funding under the Irish Research Council's 2020 Enterprise Partnership Scheme in August 2020. The scheme supports collaborations between early career researchers and enterprise on co-funded projects. The Trinity projects backed this year spanned a wide range of disciplines across the faculties.

Pioneering ecologist Dr Jeremy J Piggott, Assistant Prof in Zoology in the School of Natural Sciences won the 2019 Irish Research Council early Career Researcher of the Year award in December 2019.

Dr Thomas Ryan became the first scientist in an Irish institution to secure the Lister Institute Preventive Medicine Prize Fellowship. He will use the prize to pursue research into memory "engrams" to better understand if – and how – we may retrieve misplaced infant memories in adults.

President of Ireland Michael D Higgins honoured four researchers as recipients of the SFI President of Ireland Future Research Leaders Awards at a special ceremony in Áras an Uachtaráin. The awards recognised all four as "research leaders with exceptional accomplishments in scientific and engineering domains". The awardees were Assistant Prof Suzanne Cloonan, School of Medicine, Assistant Prof David Loane, School of Biochemistry, Assistant Prof Nessa O'Connor, School of Natural Sciences, and Prof Roman Romero-Ortuno, Global Brain Health Institute (GBHI) and Mercer's Institute for Successful Ageing (MISA).

In May 2020, a customised innovation leadership programme developed by Trinity Business School in conjunction with DAA won the Silver award in the Global 2020 EFMD Excellence in Practice Awards. The EFMD Awards recognise excellence in the executive education space, in which programmes are designed and customised for organisations to facilitate transformation of both people and the organisation itself.

Prof Mathias Senge was awarded the Hans Fischer Senior Fellowship at the Institute for Advanced Study at the Technical University of Munich for his collaborative research, which is advancing molecular design and control of nanomaterials with tunable electronic, photonic, and chemical functionalities.

One academic, three students, and four graduates from Trinity were recipients of the 2020 Fulbright Awards. They are among the 36 Fulbright Irish Awardees that were announced in June 2020 by Minister Ciarán Cannon T.D. This is the highest number of Awardees from Trinity in recent years.

Dr Aljosa Smolic, SFI Research Prof of Creative Technologies at Trinity, won the prestigious IEEE ICME 2020 Multimedia Star Innovator Award in July 2020. The award recognises pioneers of transformative technologies and business models in areas within the technical scope of the IEEE ICME conference series. It showcases innovations that have had or will have a great impact on human experiences.

Four researchers were awarded funding from the Health Research Board, under the Health Research Fellowship Schemes, acknowledging them as emerging leading-edge health researchers currently working in the Irish health research system. The awardees were: Dr Irina Kinchin, Global Brain Health Institute, Dr Bridget Johnston, Research Fellow, Centre for Health Policy & Management, Dr Melissa Mialon, Trinity Business School and Dr Laura Gleeson, Clinical Medicine, St James's Hospital.

Prof Samson Shatashvili was honoured by the Institut des Hautes Études Scientifiques for a significant contribution to quantum field theory. Due to the intensified interaction between mathematics and physics over the past three decades, there have been very significant breakthroughs in both fields and Prof Shatashvili has played a huge role in this evolution.

The late Prof Barbara Wright was named Chevalier de la Légion d'honneur by the French Government in September 2019 in recognition of her exceptional career studying and promoting French literature and painting.

Dr Mina Bissell was awarded the Burkitt Medal in September for her work, which has changed the way we look at cancer and its surroundings, challenging several established paradigms in her research.

Two innovative projects from the Department of Clinical Medicine were announced as successful applicants to a government funding scheme for Sláintecare. The first was 'Inclusion Health' led by Prof Clíona Ní Cheallaigh which is an approach to clinical care and research that seeks to address the dramatic health inequity experienced by people who are socially excluded. The second project is 'A pathway to empower patients to engage with antimicrobial stewardship' and enables patients to speak up about antimicrobial hygiene in hospitals.

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Two Trinity teams secured prestigious SFI Research Infrastructure Programme awards to fund innovative, high-impact projects. Prof Mani Ramaswami represented the Trinity College Institute of Neuroscience team that secured one of the awards for its Ultra Low Noise Digital 3T MRI project and Prof Kingston Mills' team also secured one of the awards for its Next generation flow cytometry and single cell gene analysis project.

Dr Nessa O'Connor was awarded an International Recognition of Professional Excellence (IRPE) Prize in marine ecology for her innovative marine research. By integrating advances in theoretical ecology into habitat restoration and aquaculture, her work is accelerating our understanding of marine ecosystems, while also testing novel techniques to sustainably harness benthic resources.

Trinity's Hamilton Mathematics Institute received a major Simons Foundation grant in October 2019. The HMI will use the $600,000 grant to extend the Simons Visiting Profs, Simons Postdoctoral Fellows and Simons Visiting Scholars programmes.

CONNECT won the 2019 Engineering Education Award for their EDGE programme, which is a postdoctoral training programme, during the 2019 Engineers Ireland Excellence Awards.

Profs Lydia Lynch and Danny Kelly won Science Foundation Ireland 2019 Science Awards for their significant research contributions. Lydia Lynch, Associate Prof in the School of Biochemistry and Immunology won one of two SFI Early Career Researcher Awards, which recognise outstanding early career research talent. Danny Kelly, Prof in the AMBER SFI Research Centre for Advanced Materials and Bioengineering Research, and Director of the Trinity Centre for Biomedical Engineering, won the SFI Industry Partnership Award for collaboration with Johnson & Johnson Services, Inc.

SEAI granted €700,000 to two Trinity Profs: Assistant Prof David Igoe, from the School of Civil, Structural and Environmental Engineering received €348,950 to lead a research project exploring the dynamic interactions between the foundations and soils for offshore wind turbines and Associate Prof Eleanor Denny received €348,000 to conduct research into electric vehicles and consumer investment behaviour.

5. Innovation and Commercialisation

Trinity Research & Innovation (TR&I) manages and develops the interface between the internal Trinity researcher community, and external stakeholders including national and international funding agencies, the VC community and industry. This broad engagement is facilitated through the Research Development Office, the Contracts Office, and the Office of Corporate Partnership and Knowledge Exchange within the unit.

Key highlights in 2019-2020 include:

- Leading the Early Activation team for the Trinity East project and delivering a business plan and design for the innovation hub at the Grand Canal site.
- Significant licensing and spin-out commercialisation milestones in the past year:
  - Acquisitions of Trinity Campus Companies: 2016 Campus company, Inflazome, acquired by Roche in landmark deal (€380m+), 1996 Campus Company, IdentiGen, by MSD for an undisclosed fee. Acquisition of Spark Therapeutics by Roche (Spark Therapeutics had previously acquired Trinity Campus Company Genable Technologies in 2016)
  - 26 LOAs executed in to a broad range of sectors across ICT, Life Sciences, Med Devices and MEEC
  - 2019-2020 saw 4 Trinity Campus Companies achieving High Performance Start UP (HPSU) status.
  - Continued significant investment (>€20m) into Trinity Campus Companies: OneProjects, SoapBox Labs, Exhaura, Senoptica, Caliber AI, Solvotrin, Volograms.

- Sustained and improved engagement with industry partners resulting in approx. €9.5m industry awards signed in 2019-2020.
  - Trinity and Intel Ireland were named winners of the Industry Engagement Award for their ongoing research partnership at the annual KTI Impact Awards. Dr Graham Mc Mullin accepted the award on behalf of Trinity.
  - In July 2020, the Irish Government, through Science Foundation Ireland, announced a €4.8m investment into a collaborative partnership led by Trinity, specifically focused on the immunology of SARS-CoV-2. The partnership is led by Prof. Kingston Mills and Prof. Aideen Long at the Trinity Biomedical Sciences Institute (TBSI) and Trinity Translational Medicine Institute (TTMI).

- Key highlights of Trinity's Managed Consultancy Unit, CONSULT Trinity (launched in September 2019) include:
  - Over 30 consultancy projects concluded with a range of partners including SMEs, MNCs, Charities and Government agencies involving approximately 45 academics from a broad range of sectors.
  - Wide ranging communication strategy operationalised which encompasses:
    1) Communication of positive success stories through Research Matters website
    2) Targeted online marketing campaigns to maintain academic and external engagement during the COVID pandemic. The Office worked with external production company Brand New Productions to produce a series of short video clips, in which academics were interviewed about their successful consultancy work
    3) Launch of communications and Impact Strategy for consultancy projects specific to AHSS. CONSULT Trinity is the only consultancy office in a university in Ireland offering specific, tailored support to academics from AHSS for consultancy work.
  - A Trinity project was shortlisted for a KTI Impact award for Dr Seamus O'Shaughnessy's consultancy work with CO2 Logic.
  - Launch of COVID Consultancy initiative in association with SFI Research Centre Amber, offering free consultancy advice to external partners on adopting to changed environment because of COVID-19.

5.1   Research Funding

During the 2019-2020 academic year, over 1,000 research funding applications, with an associated value over €300 million were curated by the Research Development Office.

In the same period the Contracts Office processed over 1,000 research contracts with a combined total value of €156 million, of which 787 awarded to Trinity (worth €138 million) and 259 (worth €18 million) issued to 377 external entities.

According to the EC Horizon 2020 dashboard over the course of Horizon 2020, Trinity has secured 246 signed Horizon 2020 contracts to the value of €144 million (13% of the total income to Ireland) with the gap between Trinity over the next best Irish HEI standing at over €30 millon. Trinity's ranking in Europe in terms of Horizon 2020 EU contribution across all organisations is 54th out of almost 33,000 institutions from 158 territories and countries. Trinity is now becoming ready to participate in the new European Commission 7-year programme, Horizon Europe. Horizon Europe (2021–2027) represents one of the largest R&I funding programmes in the world and will fund a wide-ranging portfolio of research and innovation activities. The Research Development Office is currently expanding its supports for Trinity researchers. This will include working with researchers to identifying funding opportunities and deliver tailored support for the development of competitive research proposals.

Trinity's performance in the ERC domain has significantly developed since FP7, a total of 12 (€22 million) awards were made under FP7 while at the start of the final year of Horizon 2020, Trinity researchers have secured 46 (€68.65 million) ERC Investigator grants to date representing 43% of all ERC Awards to Ireland.

5.2   Intellectual Property

The Office of Corporate Partnership and Knowledge Exchange received 55 disclosures of novel intellectual property created by Trinity researchers, filed 27 new patent applications, and granted 26 commercial licences during the 2019-2020 academic year. The formation of five new Trinity campus companies was approved and 58 collaborative research agreements were concluded with a minimum of €25,000 contributed by industry partners to each collaborative research agreement.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019-2020
Invention disclosure forms	58	53	60	61	80	62	55
Patents	23	18	17	18	19	13	27
Licences*	30	23	34	13	27	16	26
Campus and spin-out companies	4	3	2	4	5	4	5

* Refers to licences, options and assignments

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5.3   LaunchBox and Blackstone LaunchPad

The hugely successful student incubator programme LaunchBox, Tangent's Student Accelerator, has supported over 90 start-ups that have gone to raise over €72 million in funding and investment since its inception in 2013.

Ten student-led start-up teams were selected for LaunchBox this year – benefitting from coaching, expert advice, seed funding, and access to incubator space and facilities. 2020 was the first year that LaunchBox has been run online, due to COVID-19. Some of the teams – including Promotion and EVE – have moved on to next-stage entrepreneur development programmes and kick-started operations with paying customers.

Promotion is a platform that connects brands with bicycle owners. They provide the opportunity for advertisers to use private bicycles as a medium for advertising, and they placed first in LaunchBox 2020. They are currently resident in Dogpatch Labs. EVE makes charging stations for electric vehicles as accessible as petrol stations by creating an ecosystem that drastically increases coverage of charging options for electric car owners and they came second at LaunchBox 2020 Demo Day.

LaunchBox is just one avenue through which Trinity students can nurture their entrepreneurial skills. The Blackstone LaunchPad powered by Techstars campus entrepreneurship programme operates from Tangent, Trinity's Ideas Workspace, and fosters student entrepreneurs, connecting them with the start-up ecosystem.

6.   Human Resources

Our purpose in Human Resources is to develop and deliver solutions that enable Trinity to foster an effective and flexible organisation, which values all members of its community, in order to achieve its vision and deliver on the University strategy 'Towards 2025: Community and Connection'.

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:
- Talent: Recruitment, Development and Performance
- Effective administration
- Staff Engagement

Talent Management and Development

Trinity revised its recruitment policy which was approved and implemented in 2019. The University continues to be an attractive employer in the job market and with a high level of job offer acceptance by the top-ranked candidates.

In 2019-2020 the Recruitment team advertised 445 posts across a range of University activities: Prof Chairs; Academic positions; Technical; Management and Administrative grade positions; Buildings & Services and Library positions.

During the year, almost 24,000 applications were received for the 445 advertised posts. 425 appointments were made, 99 to academic posts and 326 to professional, administrative and support posts. This is in addition to those staff appointed to research posts where the recruitment is managed directly and to those appointed to some roles in buildings and services area where the recruitment is managed locally.

In addition to the appointments handled by the Recruitment team, the Contracts team issued 1,543 contracts in 2019-2020 for appointments taking place outside of Recruitment (Research posts; change of contract terms; contract renewals). This is 188 less contracts than in the previous year.

In 2019-2020 the Staff Performance and Review Team completed the Senior Academic Promotions Call 2018, 125 applications were received, and 40 candidates were successful for promotion. Of the 40 candidates promoted, 27 were promoted to Associate Prof, 10 promoted to Prof in and 3 were promoted to Prof of (Personal Chair). The Senior Academic Promotions Call 2019 was launched on 28th May 2020 and the process is due to conclude in 2020-2021.

During the year, the Junior Academic Progressions Committee interviewed 26 Assistant Profs on Tenure Track for their Final Tenure Review. All 26 were successful and following Board approval permanent contracts were issued to them. In addition, the Junior Academic Progressions Committee launched a call on 15th November 2019 for candidates currently held at the merit bar to come forward for review; 84 applications were received. This call encompassed three merit bar calls with different implementation dates (i.e. 2017-2018, 2018-2019 and 2019-2020) for candidates due for merit bar review. Of the 84 applications, 50 were reviewed by the Committee during 2019-2020 and to date 80 reviews have been completed.

In 2019-2020, the Clinical Staff Promotions concluded in June 2020 having launched on 29th January 2019. Sixty eight applications were received, and 41 candidates were promoted of which two were promoted to Clinical Senior Lecturer, 26 to Clinical Associate Prof and 13 to Clinical Prof. The 2020 Clinical Staff Promotions Call is currently underway.

Members of the HR Senior Management Team acted as unconscious bias observers at all stages of Chair Recruitment and throughout the Junior Academic Progressions and Senior Academic Promotions processes.

Prof Appointments

In 2019-2020, the Faculty of Arts, Humanities and Social Sciences appointed the Prof of Spanish (1926) who commenced in January 2020. The Faculty of Science, Technology, Engineering and Mathematics (STEM) appointed five Profs - the Prof of Geography (1966) commenced in October 2019, the Prof of Quantum Nanophotonics commenced in December 2019, the Prof of Electronic Engineering (1980) commenced in March 2020 and the Profs of Geology and Mineralogy (1843) and of Mechanical Engineering (1980) both commenced in August 2020. Two Chairs were appointed in the Faculty of Health Sciences, the Edward Kennedy Prof of Health Policy and Management (2002) commenced in April 2020 and the Ellen Mayston Bates Prof of Epileptology (2016) commenced in July 2020.

Senior Administrative Posts

Appointments made to Senior Administrative positions during 2019-2020 included: Technology Transfer Case Manager-Life Science, Research Development Manager, Head of Education, Campus Company Development Manager, Head of Clinical Sponsorship Oversight, Director of Learnovate, Senior Clinical Legal Counsel, Innovation Hub Director(TR&I), Non Academic Executive Director(Pharmacy), Chief Risk Officer(College Secretary's Office), General Practitioner (part-time 90%), General Practitioner (College Health), Head of Accommodation & Commercial Property, Head of Visitor Attractions (CRU), Deputy Head of Capital Projects & Planning, Programme Manager in Strategic Projects (E&F), Director of Trinity Walton Club (FEMS), CONNECT Exec Director (SCSS), Executive Director (ADAPT), Group Financial Manager, TTEC Project Finance Director (FS), Operations Manager, (Office of the COO), Associate Director Recruitment (Global Relations), Associate Director Partnerships (Global Relations), and Business Development Manager(TBS).

Development

One hundred and seventy-five learning events were delivered in 2019-2020, with almost 3,000 participants across the following categories.

- Professional & personal skills development for all staff
- Assistant Profs Development Programme for Years 1 – 4
- Leadership Development Programmes
- Bespoke team-based interventions across the University
- Talent interventions including mentoring for Academics, 360- degree feedback, coaching interventions
- Wellbeing Series

As a result of the COVID-19 drive move to remote working, the Learning & Organisation Development (L&OD) Team pivoted to an on-line programme delivery from March 2020, with an emphasis on resilience and wellbeing initiatives to meet the wellbeing and skills needs of managers and staff as we collectively adjusted to remote working, in crisis. Over 70 wellbeing events were run, covering topics such as personal resilience, empathy, managing stress. A Tips for Leading in Crisis infographic was developed for managers and a series of programme supports put in place to uplift skills and create a community of practice for managers.

There were several new development initiatives as well as enhancement to existing offerings:

- A Strategic Leadership Development Programme for the School Administrative Managers which was co-designed with the group. This programme was launched by the Vice-Provost/CAO and received positive feedback.
- Aurora Women's Leadership Development Programme - Investment was increased to offer 24 places, an increase from 12 places offered in previous years to meet the demand from the community. This programme was supplemented with a series of Trinity supports to create a community of Trinity participants, space to set and review professional and personal objectives for the programme, and on-going opportunities to share and embed learning.
- The Head of School Induction was enhanced to include a case study approach to HR practice, mindfulness and training on leadership presence following feedback from previous participants.
- New psychometric tools, Insights and Disc, were introduced on a pilot basis to improve communication in a remote world.
- A new researcher networking event was launched to mark European Research Night.
- The annual three-day induction for all new academic staff was delivered in a hybrid format for the first time.

Online Learning

LinkedIn Learning use continues to grow with over 5,000 active users. All professional skills include a blended learning element, which is a pre-requisite to attending the programmes. L&OD engaged with all student bodies and launched a College-wide awareness campaign to raise awareness of the benefits of LinkedIn Learning. Vitae continues to be offered to all academic and researcher staff, and those related to research as a significant online resource portal.

Effective Administration

Ensuring we have effective, efficient, and easy to use HR processes is a key objective of the HR Department. Having upgraded the CORE HR system in 2019, we are currently working through a programme of refining and streamlining all HR processes. This work is ongoing and will continue over several years.

Processes which have been completed and are currently being rolled out to all staff are: Recruitment Transformation, new policy and procedure developed and are accessible online. Tax Saver and Bike to Work, are now schemes which people can join monthly rather than twice a year. Manager Toolbox has been developed and rolled out to all managers. Casual pay policy has been developed and is currently being socialised within the University.

Processes under development include streamlining the probation process, staff requisitions and electronic recording of leave. Process improvement of all HR processes is a continuous process.

Employee Engagement

Employee Voice: A staff and student COVID Survey called Stay Together and Stronger was developed and conducted by Trinity Business School in collaboration with Human Resources in mid-2020. The findings and insight from this were used to inform the approach to staff wellbeing and the prioritisation of initiatives. Recognition: 304 nominations for nine awards across three awards categories were received for the Provost Professional Staff Awards. The categories were Individual Leadership, Outstanding Colleague and Enhancing the Trinity Experience. The winners were celebrated at an awards ceremony with their families and those who nominated them.

HR Dashboards at University level and at HR Operational level have been developed and are circulated monthly to Senior Management to give a bird's eye view of activities, and staff numbers in their area and across the University.

HR worked with Trinity Communications on an internal communications project which is an informal communication tool called the 'Weekly Wrap'. The purpose of the Weekly Wrap is to keep staff across the University connected with each other and what is going on. Starting as a pilot project in Corporate Services Division, it is being rolled out across the University.

The ER team had another very busy year providing best practice advice, support and coaching to the College community on the management of people issues. The 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.

Due to COVID-19 the Workplace Relations Commission (WRC) was inactive for a period of 3-4 months between March-June 2020. Notwithstanding this, the team led out for the university on individual and collective staff issues at four WRC Conciliation Conferences, five Adjudication Officer hearings, six Labour Court hearings and one University Visitor process in the period. In addition, the team assisted Managers/Heads with grievances and disciplinary processes in the period

7.   University Initiatives and Key Events

There were several new initiatives and key events in Trinity during the academic year 2019-2020.

On 12th March 2020 universities and schools in Ireland were closed for the first lockdown of the COVID-19 pandemic at the Government's stipulation. Trinity reacted swiftly, pivoting to online teaching, learning, meetings, commencements and events etc. In challenging circumstances, the College community demonstrated resilience in the face of uncertainty and ever-changing situations.

In the early stages, a Coronavirus webpage for the College community, prospective students and general public was created with a set of FAQs and regular updates as well as the establishment of a dedicated helpdesk for email queries. Trinity's Student Services also created a composite site outlining COVID-19 Supports for Students.

Many Trinity staff were involved in informing Government decisions and communicated their expert advice on TV, radio and social media. Other staff are key members of important committees making decisions of national importance such as the NPHET, the Medical Leaders Forum established by the Chief Medical Officer or the National Research Ethics Committee (NREC) for COVID-19, reporting to the Minister for Health. At the end of March, a HSE contact tracing centre was set up in Tangent in the Trinity Business School. Training was been provided by the Defence Forces army cadets to Trinity volunteers.

The Phased Resumption of Activities on Campus Group, the Major Emergency Management Group (MEMT), COVID-19 Working Group, the Resumption of Teaching Working Group and other colleagues dealt with the impact of the Pandemic on the operations of Trinity and made plans for a gradual resumption of operations.

In the absence of knowing what Government restrictions would apply by the end of September for the beginning of semester 1 teaching, this committee work included planning for the following scenarios: (1) a combination of online and face-to face teaching that observes physical distancing guidelines of 2m or 1m (2) a removal of physical distancing restrictions that will allow full or near full face-to-face teaching, and (3) a second wave of the virus that will require a move to fully online teaching.

Throughout the Pandemic, looking after staff and students physical and mental health was paramount. A variety of initiatives were developed from Trinity Café style events/seminars, wellbeing sessions, and a wealth of information and advice provided by HR, Counselling, Health, Student Services, IT Services and daily sports workouts from Trinity Sport.

Two days before lockdown, on 10th March 2020, Trinity launched its Strategic Plan 2020 – 2025. The five-year plan, entitled Community and Connection, will shape the future of the University to benefit Irish society and the wider world. The plan's vision is of Trinity nurturing a globally connected community of learning, research, and scholarship, and inspiring generations to meet the challenges of the future. Trinity's core mission will involve civic action, through teaching, research, and public engagement; research pursued at the frontiers and intersections of disciplines; and education that challenges students to think independently, communicate effectively, act responsibly, and develop continuously.

Mary McAleese, former President of Ireland, was inaugurated as the new Chancellor of the University at a special ceremony in December 2019 following which she officiated at her first honorary degree ceremony along with Trinity's PhD graduating students of the winter commencements. Prof McAleese has a long-standing connection with Trinity, having held the position of Reid Prof of Criminal Law, Criminology and Penology from 1975 to 1987 and been involved in numerous University events and initiatives over subsequent years.

In September 2019, the launch of Tangent, Trinity's Ideas Workspace saw a new cutting-edge innovation facility open, co-located in the new Trinity Business School. The space will be home to all of Trinity's world class innovation supports and education programmes, and most importantly open to all students, alumni, entrepreneurs, and innovators. The facility is specifically designed to foster the creation of ideas, with flexible workspaces and event space for co-working and innovation for all.

The E3 Learning Foundry, a flagship development central to the E3-Engineering, Environment and Emerging Technologies initiative at Trinity, got the green light from Dublin City Council planners in November 2019. This means 1,800 additional places for students of Science, Technology, Engineering and Mathematics which equates to Trinity increasing its number of STEM students by one third in ten years.

Trinity appointed Prof Clodagh Brook as the University's first Associate Vice-Provost for Equality, Diversity, and Inclusion in November 2019. The new role will provide visible and sustained advocacy for equality, diversity and inclusion across the university and support schools and administrative units in developing their own measures to benefit students and staff.

In January 2020, Trinity welcomed the Government decision to support the development of a Grand Canal Innovation District (GCID) in Dublin. Cabinet support means that the vision of a new innovation campus spearheaded by Trinity and first outlined by the Taoiseach in July 2018 is now closer to becoming a reality. The report, published in January, provides a clear strategy and road map to underpin the development and progression of this district to ensure that Ireland has an innovation district to rival the best in the world.

In 2019, a team of ecologists from Trinity conducted a biodiversity audit at Áras an Uachtaráin over the year. The team quantified both habitat and species diversity on the 130-acre site. Trinity biodiversity specialist, Prof Jane Stout, led the project with a team of taxonomic experts including Dr Ruth Kelly (plants); Dr Paul Dowding (fungi); Dr Stephanie Maher (insects); Dr Aoibheann Gaughran (mammals); Mr Cian White (birds and insects); and Mr Collie Ennis (reptiles and amphibians).

In December 2019, An Taoiseach Leo Varadkar TD announced €2.5 million in Government funding for a research project called Beyond 2022: Ireland's Virtual Record Treasury. This is an exciting all-island and international collaborative project led by Trinity which is digitally recreating seven centuries of historical records of the Public Record Office of Ireland destroyed by fire at Dublin's Four Courts at the beginning of the Irish Civil War.

Also in December, Trinity hosted its first Christmas Market for the College community on campus. 'Michaelmas Market' by the Campanile took place on Front Square with students, staff and alumni selling hand-made products and Christmas gifts items. There was festive entertainment with performances from the University of Dublin Choral Society and the College Diverse Voices choir and the Walkulele Band.

Major funding was announced for the conservation of the Dutch Fagel Collection at the Library of Trinity College Dublin the same month. The European partnership between the Library and the KB, the national Library of the Netherlands, is enabling open access to one of the most important libraries in modern Europe.

In January 2020, UPS and Trinity announced a five-year partnership to drive sustainable delivery solutions for Dublin. The new partnership sees the launch of two initiatives at Trinity's campus in the city centre. A UPS 'urban eco package hub' is acting as a mini distribution centre for parcel deliveries, which are now distributed on foot and via UPS electrically assisted cargo cycles, and a parcel hub on campus where recipients can access deliveries.

In February 2020, Trinity's new India Office was formally launched by HE Brendan Ward, Ambassador of Ireland to India. Located in the Taj Palace Hotel, in a prominent location in central New Delhi, the office is acting as a place for prospective students and their families to meet Trinity staff. It is also acting as an informal hub for the growing community of Trinity alumni in the region.

The Provost and Indian Ambassador to Ireland, Sandeep Kumar jointly planted a peace Trachycarpus fortunei Palm tree on campus to celebrate 150 years since the birth of Mahatma Gandhi in December 2020.

Trinity Long Room Hub celebrated 10 years as a flagship research institute by highlighting the contribution of the Arts and Humanities to public debates in Ireland and internationally.

In November, Computer Science celebrated its 50-year anniversary of the discipline at Trinity. As part of the event, researchers, industry representatives, alumni and current Computer Science students met at an Open House event where a special exhibition of vintage computer science equipment was on show from the late Prof John Byrne collection.

Trinity's Day Nursery celebrated 50 years in operation in December. It was the first on-site workplace creche in Ireland. To mark the occasion, the college held an event in Regent House welcoming parents and staff from past and present along with many excited children.

Sustainability Achievements

Trinity ranked 14th best university in the world when it comes to the UN's Sustainable Development Goals (SDGs) in the University Impact Rankings from Times Higher Education in April 2020, after ranking 5th globally when it comes to SDG 11: Sustainable Cities and Communities and 6th in SDG 10: Reduced Inequalities.

Trinity also won the Best Green Campus Award at The Education Awards in February 2020 for its strong commitment to make a positive environmental impact and contribute to a sustainable future.

Further key achievements in sustainability, environmental management and enhancement at Trinity include:

- In January 2020, Trinity polled the college community and the public to decide whether Trinity's front lawns should be replaced by wildflowers. 13,850 people took part in the poll which resulted in wildflower meadow being planted across the external front lawns on the university in July 2020
- 'Trash to Treasure' initiative was a great success which saw the collection of second-hand student belongings from almost 2,000 residents during annual move out and resale to incoming students in September 2019. This diverted 450 m2 of items from incineration

Another three campaigns were run where staff and students had a direct say in some of the sustainability projects that are funded:

- One vote = one bulb, a vote to boost Campus biodiversity which led to 2,170 pollinator-friendly bulbs being planted.
- Decide the Debate, a vote to decide which sustainability debate topic and speakers to be invited. Topics included Fast Fashion, Irish Cattle Farming, Individual vs. Collective Responsibility.
- Provost Innovation Challenge 2020, decide the sustainability focus that Trinity innovation and entrepreneurship will tackle.
- Over 450 trees and 5,050 pollinator friendly flowering bulbs were planted across the University's campuses over the 2019-2020 academic year.
- Resident Sustainability Champions programme was established to drive environmental efficiencies within rooms on campus.
- The creation of a Sustainable Procurement Policy and Guidelines, which will drive environmentally preferable purchasing behaviours within the University, the first of its kind in Ireland.
  - In 2019 Trinity reached the following sustainability achievements despite the number of students and the volume of building space increasing during that time - 32% improvement in energy performance, 45% reduction in water consumption, 49.8% Recycling rate, 56.7% Reduction in paper use, all new staff and 86% freshers inducted on sustainability

8.   Capital Development Programme

8.1   Projects

Printing House Square – Student Accommodation

Building works were paused due to COVID-19 restrictions for Trinity's new 250-bedroom student accommodation building on Pearse Street, which were due for completion in summer of 2021 and will also have student services space, a new Health Unit and Sports Facilities.

We received planning permission for our student accommodation project under the new Strategic Housing Developments planning system to build 360 bedspaces in Trinity Hall, Dartry, and this is now in a judicial review process.

Trinity Business School project

This €80m project was delivered on time and on budget, providing a new and expanded Business School together with an Innovation & Entrepreneurship Hub on Pearse Street incorporating the site of the Luce Hall (former Sports Centre). A new entrance was also created from Pearse Street, along with a bright new 200-seat restaurant 'The Forum'. The project, spanning 14,000 sq.m, includes a 600-seat auditorium, 24 student bedrooms, public spaces where students can meet and exchange ideas, 'smart' classrooms with the latest digital technology, and the new Trinity Boardroom.

The Martin Naughton E3 Learning Foundry

Trinity appointed internationally renowned architects Feildon Clegg Bradley to this project, and we have achieved planning permission from Dublin City Council for this new Engineering, Environment and Emerging Technologies building. We now commence the tender process, which was due to complete in spring of 2021. The project will take a few years to complete, including refurbishment of vacated spaces in several areas around campus.

Environmental, Electrical Infrastructure, Space Utilisation and other projects

A €9m project to increase the maximum electrical import capacity for the University, and to combine multiple existing supplies into one, was completed on budget and on schedule and is fully operational, with the final connection to Printing House Square due at the end of 2021. Important maintenance projects and energy management initiatives continue around the campus, and more are planned (subject to funding), to ensure the College can provide a safe and healthy environment and to improve and maintain a high level of standards in our built environment.

A range of space utilisation initiatives are being planned, to leverage the best use of our estate. A refresh of public spaces was completed in two phases in the Arts Building, on time and on budget. This sees modern and functional 'learning commons' style furnishings and finishes in areas for students to collaborate. Trinity is committed to providing the best student accommodation possible and continues to work through a programme of refurbishments in campus accommodation, including a significant project to refurbish the 320-year old Rubrics, and the Chief Steward's House. We have received planning permission for the Rubrics and Chief Stewards House and go to tender shortly.

Trinity received planning permission for the redevelopment of the Old Library continued with Heneghan Peng Architects, including the design for the new exhibition and early works to the Treasury. This project will include critical improvements to the Old Library to ensure the preservation of one of our finest buildings from 1712 and creating an environment suitable for our unique and distinct collections.

In addition, the University received planning permission for the first 'early activation' building for the pre-development phase of the Trinity East Campus and will tender for this project in 2021.

8. 2   Energy Conservation

In 2019-2020 Trinity's buildings consumed 30.6 million kWh of electricity (a 7% reduction from 2018-2019) and just over 43 million kWh of natural gas (a 2% reduction from 2018-2019). 2020 was an exceptional year with the impact of COVID-19. In the middle of March 2020, most teaching changed to remote teaching or a version of hybrid teaching. Activity levels in some buildings dropped dramatically over the late spring and early summer months. As the University moved through certain phases of the different lockdowns, activity ramped up to accommodate new requirements. Some buildings had to be fully operational despite limited dispersed occupancy. Extended operating hours of the ventilation plant was required to comply with guidance on safety but also extended operating hours of some libraries and research laboratories. As result some buildings or sites delivered very little change in energy consumption.

The most significant reduction was on electricity which has a more direct relationship to occupancy. A limited reduction was evident from thermal heating. Several buildings had to remain operational for limited students and staff members' essential activity. Many operating hours were extended plus a requirement to ensure the fabric of building was not damaged due to low temperatures.

For the first year we can report that no fuel oil was used for heating purposes. The last of the small oil boilers was de-commissioned in 2019.

Throughout the year, several projects were completed to improve energy efficiency, including:

- On the main campus, a deep energy retrofit of the Moyne Building involving LED lighting upgrade, replacement of gas boiler with an air source heat pump and replacement of windows is projected to yield 113,000 kWhr annual savings.
- Removal of PC portacabins and relocation to a well-insulated and serviced building has resulted in an annual saving of 68,000 kWhrs.
- Replacement of chiller and installation of variable speed drives on multiple pumps at TTMI, St. James will produce an expected annual saving of 370,000 kWhr.
- Ongoing LED replacement programmes continue to deliver an immediate impact.

During the year, works on the Printing House Square project continued. As reported previously, this building will provide student accommodation for 249 bed spaces, University Health Centre, Disability Services, sports facilities and space for Facilities and Services. This development will also meet the requirements of NZEB standard but also constructed to be a BREEAM Excellent standard. The BREEAM standard covers a wide variety of key sustainability criteria. The new development will be a very visible commitment of the University to be an environmentally sustainable campus. This building will be highly insulated, have full LED lighting, a roof mounted PV array, a new 100 kW combined heat and power (CHP) plant plus several measures to minimise and reduce water consumption.

During the year the planning for development of the E3 Learning Foundry progressed. This building will be a dedicated teaching space for Engineering, Computer Science and Natural Sciences. This building is being designed to be NZEB and BREEAM Excellent. It will be a highly sustainable building with on-site renewable energy and extensive heat recovery. It will be Trinity's first large scale building not requiring any fossil fuel for thermal heating or generating domestic hot water. It will be a working laboratory allowing renewable energy sources and engineering structures to be demonstrated as part of the respective schools teaching and research

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projects. Following a similar high sustainability agenda, the design development for new projects will be required to eliminate on site fossil fuel and to include extensive onsite renewable energy generation from both Air/Ground Source Heat Pumps and roof mounted PV arrays if we are to meet carbon reduction targets. This design initiative has been followed in the case of the refurbishment of the Rubrics, the oldest building on campus.

The Provost's Advisory Committee on Sustainability and Low Carbon Living met throughout the year to create a strategic direction for improving the sustainability and energy efficiency of the University. The committee has guided the preparation of the annual sustainability report and best practice and opportunities to improve sustainability throughout the university.

Ongoing energy awareness campaigns were coordinated with the University Green Campus Committee until the lockdown as a result of COVID-19 restricted activities.

The University's energy conservation target is linked to the current National Energy Efficiency Action Plan 2 (NEEAP 2). The national public sector programme is to reduce primary energy consumption by 33% by 2020 measured against a base year 2006-2008. The most recent report confirms the energy intensity (efficiency) as measured by the Energy Performance Index (EnPI) has reduced (improved) by 39.8% since the benchmark year. While the target was exceeded, the impact of COVID-19 lockdowns and reduced activity have to be taken into account.

The Government's Climate Action Plan 2019 (CAP19) has indicated several ever more ambitious targets including a 50% energy efficiency improvement and a 50% absolute reduction in greenhouse gas emissions by 2030. While our progress to date on energy efficiency provides a good platform on which to build towards these new targets over the next decade, it is 'Time for a Game Change' as stated in the annual Sustainability Report 2019-2020 in terms of ambition and resourcing.

9.   Philanthropy

We are in a landmark period for Trinity philanthropy and alumni engagement: in 2019, we launched the public phase of Inspiring Generations, the first comprehensive, global philanthropic campaign in the history of the university, and the largest such campaign ever launched on the island of Ireland. We emphasized the global reach of the campaign by following up the campus launch with launches in London, Paris, New York and San Francisco through summer and autumn 2019.

With Inspiring Generations, we're seeking to enhance the College's long tradition of philanthropy, and to involve our global community of alumni, friends, and businesses in supporting students to access world-class education, and researchers to do work of global impact. Deeply engaging our wider community in this way is helping to raise ambition across the college and to enable truly visionary projects.

Inspiring Projects

The priority projects of Inspiring Generations go across the university:

- Building a campus for the 21st century: priority capital development projects include the new Trinity Business School, a new Law School, Redevelopment of the Old Library , E3: Engineering, Environment and Emerging Technologies and a new innovation campus at Grand Canal Quay;
- A 'New Generations' programme to bring talent to the university through student scholarships, investment in the Trinity Access Programme, and creating new Professorships and tenure-track academic posts;
- Cherishing the Humanities: investment in the Trinity Long Room Hub, the Trinity Centre for Asian Studies and the Trinity Centre for Literary and Cultural Translation
- Meeting Healthcare challenges: building the Trinity-St James Cancer Institute and further investment in the university's world-leading ageing research.

Campaign targets

The campaign targets are: €400 million in donations and 150,000 hours of volunteering. As per the international norm for fundraising campaigns of this scale, we didn't move to the public phase until more than half the financial goal had been reached, so when we launched Inspiring Generations in May 2019, we had already raised €272 million and completed a number of landmark projects, notably the Trinity Business School. As of May 2020, the campaign has raised a total of €342 million and 144,000 hours in volunteering, an exceptional result for the first year.

Philanthropy, Alumni Engagement and COVID-19

Like all college activities, philanthropy and alumni engagement have been impacted by Covid-19, the lockdown of the University in March 2020, and the ongoing social distancing measures. Key alumni events in the Trinity calendar, such as the Alumni Weekend, were cancelled or deferred. We share our graduates' disappointment but in a global pandemic which has claimed so many lives, we know that everyone understands the importance of following guidelines to restrict contagion.

The alternative to meeting in person is online engagement, which has been a strong feature of our alumni engagement for the past decade through initiatives like Trinity Alumni Online and the ezine, Trinity Alumni News. We have added a weekly webinar series, Inspiring Ideas @ Trinity, to our online offering which is allowing us to engage alumni in a whole new way. These online platforms have enabled us to support each other as a community. The Provost has also stepped up his communications with alumni through email and video addresses which the community has greatly appreciated.

With COVID-19 triggering health, economic and societal emergencies, Trinity's mission in education, research and public engagement has never been more important. Alumni and friends have responded exceptionally to support the university in its essential work: during the lockdown, alumni raised €300,000 in a matter of weeks, following a call for support for the Student Hardship Fund; Beate Schuler gave a further €500,000 to support PhD students, in addition to the Schuler Research Fellowship, and AIB donated €2.4 million to establish a research hub to help the global fight against COVID-19.

In what is such a difficult time for everyone globally, we are heartened that our community is pulling together and showing a collective belief in our university's power to make a difference.

10.   Financial Statements for the Year-ended 30 September 2019

The financial statements for the year-ended 30 September 2020, as approved by Board on 24 March 2021, can be viewed at the link below:

https://www.tcd.ie/financial-services/external-assets/pdfs/Consol_Financial_Statements_1920.pdf

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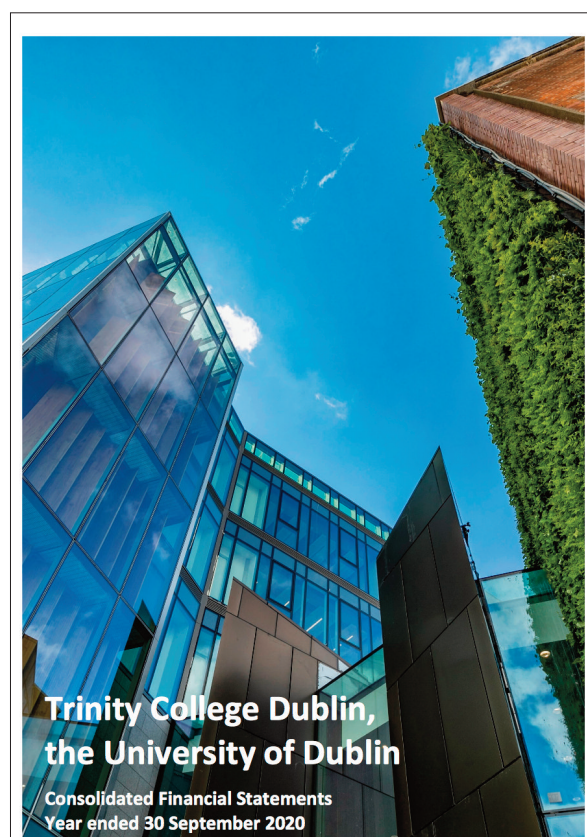
Appendix I

Attendance at Board Meetings 2019-2020

The total number of meetings held during the year was 12.

Ex-officio members:
Provost (Dr Patrick Prendergast) (12), Vice-Provost/Chief Academic Officer (Prof Jürgen Barkhoff) (12), Senior Lecturer/Dean of Undergraduate Studies (Prof Kevin Mitchell) (12), Registrar (Prof Paula Murphy) (11), Bursar/Director of Strategic Innovation (Prof Veronica Campbell) (11).

Elected members:
Prof Deirdre Ahern (12), Prof Sarah Alyn Stacey (11), Prof Louis Brennan (11), Prof Andrew Burke (10), Mr Kevin Byrne (5), Prof Sylvia Draper (0)*, Prof Daniel Faas (8), Ms Stephanie Farrell (12), Dr Darren Fayne (12), Mr David Grouse (12), Mr James Keogh (4), Prof Kathleen McTiernan (10), Prof Rachel Moss (12), Prof Brian O'Connell (12) Prof Eunan O'Halpin (12), Prof Diarmuid R Phelan (10), Prof Aidan Seery (12), Prof Fintan Sheerin (10).

External members:
Ms Jill Donoghue (10)

Student members:
Ms L Beston (12), Ms Aisling Leen (12), Ms Niamh McCay (11), Ms Shaz Oye (12).

*Prof Draper was an apology at the meeting of 11 September. She then resigned her position on the Board.

Appendix II

Board Expenses 2019-2020

No fees are paid to members of the Board (Governing Authority). The external Board members are entitled to Senior Common Room membership fees of €279. No other expenses were claimed by Board members for in the academic year 2019-2020.

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

Annual Report
2019-20