



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

Annual Report **2021-22**



www.tcd.ie

Members of the Board of Trinity College Dublin during the 2021-22 academic year were:

Ex Officio	
Linda Doyle	Provost
Orla Shiels	Vice-Provost/Chief Academic Officer
David Shepherd	Senior Lecturer/Dean of Undergraduate Studies
Neville Cox	Registrar
Eleanor Denny	Bursar/Director of Strategic Innovation
Elected/Nominated	
Khurshid Ahmad	Fellows and Fellow Professors (2020-2024)
Sarah Alyn Stacey	Fellows and Fellow Professors (2020-2024)
Louis Brennan	Fellows and Fellow Professors (2018-2022)
Andrew Burke	Fellows and Fellow Professors (2018-2022)
Kevin Byrne	Technical, Administrative and Support Staff (2020-2024)
Jill Donoghue	External Member (nominated by the Institute of International and European Affairs, IIEA) (2018-2022)
Daniel Faas	Fellows and Fellow Professors (2019-2022)
Bev Genockey	Student Representative (Education Officer of the Students' Union) (2021-2022)
David Grouse	Technical, Administrative and Support Staff (2018-2022)
Rose Anne Kenny	Fellows and Fellow Professors (2020-2024)
Leah Keogh	Student Representative (President of the Students' Union) (2021-2022)
Rachel Mathews-McKay	Technical, Administrative and Support Staff (2020-2024)
(Owen) Ross McManus	Fellows and Fellow Professors (2020-2024)
Kathleen McTiernan	Non-Fellow Academic Staff (2018-2022)
Sierra Mueller-Owens	Student Representative (Welfare Officer of the Student's Union) (2021-2022)
Andrea Nolan	External Member (nominated by the Minister for Further and Higher Education, Research, Innovation and Science, in consultation with the Provost) (2020-2024)
Diarmuid R. Phelan	Fellows and Fellow Professors (2018-2022)
Lorna Roe	Non-Fellow Academic Staff (2020-2024)
Gisèle Scanlon	Student Representative (President of Graduate Students' Union) (2021-2022)
Aidan Seery	Non-Fellow Academic Staff (2018-2022)
Fintan Sheerin	Non-Fellow Academic Staff (2020-2024)
John Walsh	Non-Fellow Academic Staff (2020-2024)
In attendance	
Peter Reynolds	Treasurer/Chief Financial Officer (in attendance <i>ex officio</i>)
John Coman	Secretary to the College (in attendance <i>ex officio</i>)
Orla Cunningham	Chief Operating Officer (in attendance, by invitation)
Emma Stokes	Vice-President for Global Engagement (in attendance, by invitation)
Victoria Butler	Assistant Secretary to the College (in attendance)

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

CONTENTS

University Activities

1.	Academic Developments	1
	World University Rankings	1
	Quality	1
2.	Education	2
	The Trinity Community	2
	Admissions Statistics	2
	Scholarships	2
	The Curriculum – New Courses	3
	Commencements, Firsts and Gold Medals	4
	Trinity Access	4
	Online Education	6
	International Agreements	7
3.	The Student Experience	8
	Student Support Services	8
	Student Achievements	8
4.	Research Activities	11
	Research Funding	11
	Scholarship and Award Success	11
5.	Innovation and Commercialisation	14
	Research Funding	15
	Intellectual Property	16
	Launchbox and Blackstone Launchpad	16
6.	Human Resources	17
	Talent: Recruitment, Development and Performance	17
	People Advocacy	19
	Employee Engagement	19
7.	University Initiatives and Key Events	21
8.	Capital Development Programme	23
	Projects	23
	Energy Conservation	24
9.	Philanthropy	28
10.	Financial Statements for the Year-ended 30 September 2021*	30
	(*as approved by Board in March 2023)	
	Appendix I Board members' attendance at Board meetings 2021-2022	31
	Appendix II Board members' expenses 2021-2022	31

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.

1.2 Quality

Trinity's Institutional Quality Review occurred in March 2022. The review was a culmination of an intense period of preparation and consultation over the previous 18 months, coinciding with the COVID-19 pandemic. The review, consequently, was conducted as a virtual review. During the week of the review, the international review team met with 227 participants including academic and professional staff, students and external stakeholders. The Review Report was received in November 2022 and was published on the Quality and Qualifications Ireland (QQI) Website.

2021-22 also provided the opportunity to complete the reviews impacted by the pandemic and to trial the Virtual Quality Review Procedures, approved by Quality Committee in November 2020. The reviews included a joint review of the Schools of Genetics & Microbiology and Biochemistry & Immunology in March 2022; a review of the LIR Academy academic programmes in June 2022; and a review of the joint BSc (Hons) in Physiotherapy, with Singapore Institute of Technology (SIT) in June 2022. The SIT review represents the first ever transnational review undertaken by Trinity. The review was also conducted remotely, with stakeholders attending from Dublin and Singapore, and reviewers attending from Hong Kong and Sydney.

Updates to the following quality procedures were approved in 2021-22:

- School Review Procedures (February 2022)
- Trinity Research Institute (TRI) Review Procedures (February 2022)

Trinity achieved a 35% participation rate in the National Student Survey conducted in March 2022. This represents Trinity's highest rate of participation since the inception of the survey in 2012-13.

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 20,430 registered students in 2021-22. A total of 14,290 (70%) were registered on undergraduate programmes, 6,054 (39%), on postgraduate programmes and 86 (0.42%) on foundation courses. In looking at the EU vs Non-EU cohorts, 16,853 (82.5%) were EU, 3,577 were non-EU (17.5%) and 70% were from the island of Ireland. The student population was 61.2 % female, 38.7 % male and 0.1% preferred not to say. Seventy-one percent were registered on undergraduate programmes, 29% on postgraduate programmes, and 0.5% on foundation courses.

2.2 Admissions Statistics

In 2021, Trinity received 10,711 first preference CAO applications – an increase of 28% on 2020 (8,381), resulting in Trinity attracting 18% of all first preference applications across the university sector (17% in 2020).

A total of 79,176 applicants applied through the CAO for Level 8 courses in Irish higher education institutions, an increase of 8.5% on the 2020 figure of 71,648. In 2021, 23,878 (19,624 in 2020) mentioned Trinity as one or more of their CAO course preferences.

In 2021, 686 new entrants with the highest points from their school achieved the minimum level or above (527 in 2020). These students came from 499 different schools (455 in 2020); from all counties on the Island of Ireland, together with candidates from 39 schools in the following 29 countries: Austria, Belgium, Canada, Croatia, Cyprus, Czech Republic, Denmark, Ecuador, Estonia, Finland, France, Germany, Greece, Hungary, Israel, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Qatar, Romania, Slovakia, Spain, Sweden, Switzerland, UAE, UK. Please remove the numbers after the countries like how they appeared last year

Out of the overall awardees, 266 students are studying Engineering, Mathematics and Science; 177 students are studying Health Sciences, 141 students are studying Arts, Humanities and Social Sciences and a further 102 were multi-faculty. Overall, 60% of the 686 awardees are female and 40% are male.

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

2.3 Scholarships

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

In the 2021-22 academic year, 51 students were awarded Scholarships on Trinity Monday 2022. Recipients of the scholarships represented all faculties: the Faculty of Arts, Humanities and Social Sciences (19); Faculty of Science, Technology, Engineering, Mathematics and Science (12); Faculty of Health Sciences (19); and multi-faculty (1).

2.4 The Curriculum – New Courses

The following undergraduate and postgraduate courses and modules were approved by the University Council in 2021-22:

UG / PG	Name of Course	Degree award
UG	Revised Bachelor of Music Education (BMusEd) curriculum	BMusEd
UG	Revised Music curriculum for single- and joint-entry subject entry routes	BA
PG	Dual Postgraduate arrangement with Columbia University for the Integrated Engineering, and Engineering with Management programmes	MSc
PG	MSc with a Postgraduate Diploma exit in Statistics and Sustainability	MSc and PG Dip
PG	Revised Professional Master of Education (Post Primary) with Postgraduate Diploma in Educational Studies	MEd and PG Dip
PG	Master in Education Studies with Postgraduate Diploma in Primary Mathematics Education	MEd and PG Dip
PG	Postgraduate Certificate in Equity in Brain Health (Atlantic Fellows)	PG Cert
PG	Revised Postgraduate Certificate in Immune Therapies (HCI Pillar 3) with Postgraduate Diploma (Top-up)	PG Cert
PG	MSc with a Postgraduate Diploma exit in Applied Clinical Neuropsychology	MSc and PG Dip
PG	Expansion of existing 1-year full time PG Dip in Engineering for Climate Action with the introduction of a 2-year part time framework-based PG Cert and PG Dip top-up from 2022-23 under Human Capital Initiative (HCI) Pillar 3 funding	PG Dip and PG Cert
PG	MPhil in Applied Intercultural Communications (HCI Pillar 3)	MPhil
PG	MSc in Global Mental Health	MSc

2.5 Commencements, Firsts and Gold Medal Awards

A total of 3,003 degrees were conferred (1,400 primary degrees and 1,603 higher degrees) in 37 commencement ceremonies in the 2021 calendar year. One-thousand three-hundred and thirty-six received first class honours at the degree examinations in 2021-22 and, of these, 168 were awarded Gold Medals.

During Winter Commencements held on 8 December 2021, honorary degrees were conferred on David Wallach, James Ivan McGuire and Deirdre McLoughlin in the Public Theatre. David Wallach is Professor of Molecular Biology at the Weizmann Institute, Israel and pioneering researcher in the fields of inflammation and the mechanisms of cell-death. James Ivan McGuire is Adjunct Professor, School of History, UCD, and has made an enormous contribution to learning through his role as Managing Editor of the nine volume “Dictionary of Irish Biography”. Deirdre McLoughlin is an Irish sculptor based in Amsterdam with an international reputation in abstract ceramics and a Trinity graduate in Philosophy, History and Literature.

On Friday 8 April 2022, honorary degrees were conferred on Mary Kelly, Terry Neill, Micheal O’Siadhail and Yvonne Murphy at the Spring Commencements Ceremony. Mary Kelly holds a remarkable record of public service in scientific and cultural areas and went on to serve with distinction as Director General of the Environmental Protection Agency and Chair of An Bord Pleanála. Terry Neill has combined a distinguished international professional career with a commitment to Trinity since he graduated with a BA and then MA (Mathematics & Physics). He has a master’s degree from London Business School, where he was also a Governor for 13 years. Micheal O’Siadhail has been a leading Irish poet for several decades, winning the Marten Toonder Prize for a distinguished career in literature. Yvonne Murphy was a Judge of the Circuit Court and served as chair of various investigations into child sexual abuse and the Mother and Baby Homes Commission of Investigation.

On Friday 17 June 2022, honorary degrees were conferred on Susan Denham, Adrian Hill, and David McGrath at the Summer Commencements Ceremony. Susan Denham was a graduate, a former Pro-Chancellor of Trinity, and had an illustrious career in the Irish legal system serving as Chief Justice of Ireland from 2011 to 2017. Adrian Hill is the Director of the Jenner Institute and Professor of Vaccinology at Oxford University, and Professor of Human Genetics at the university’s Wellcome Trust Centre for Human Genetics. Dr David McGrath is the Director of College Health Service and former president of the Irish Student Health Association. His commitment to the health and wellbeing of the entire Trinity community during the COVID-19 pandemic and his tireless and incredible efforts in supporting the most vulnerable students and staff in the Trinity community were remarkable.

2.6 Trinity Access

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

TAP takes a lifecycle approach, engaging with students from primary school through to college graduation, and reaching out to lifelong learners to support their pathways to and through education. To date, over 3,000 undergraduate students have entered Trinity through our entry routes and have been supported by us at every stage of their educational journey. More than 16,000 primary and secondary students engage in our outreach programmes annually, all of which aim to widen participation in third level education from under-represented groups.

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.

TAP (including the Mature Students Office) is funded by the Higher Education Authority, through the Programme for Access to Third Level Education (PATH), the Department of Education 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 STEM)
- Post Entry Progression Programme
- Research, Evaluation and Development
- Schools of Distinction
- Bridge to College Programme
- College Awareness Week (CAW)
- Community Mentoring

There were 492 admissions to Trinity through TAP in 2021-22, via alternative entry routes, preparatory programmes and the Mature Student Office.

TAP works with Delivering Equality of Opportunity in Schools (better known as DEIS schools) with a legacy of low progression to third level. TAP works with 70 schools across the wider Dublin area, 40 are closely linked primary and second-level schools and another 35 schools are involved through the Schools of Distinction programme, or through partnerships with organisations like Citywise Education. TAP, with the assistance of over 20 Trinity departments, enabled approximately 16,000 students, parents and teachers to participate in activities during 2021-22. These included campus tours, student workshops in coding, journalism, debating, European languages and cultures, and digital skills, the Pathways to Law, Business and Technology programmes and the TAP Summer School. There were over 1,100 direct teacher engagements through “teachmeets”, post graduate courses and the teacher fellow programmes.

TAP 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 students meet a range of indicators, including having parents who lack a college education, growing up in low-income communities, or attending DEIS schools. Low-income students are more likely to experience high levels of anxiety regarding ways to support themselves financially while in college, and many consider withdrawing from college, due to financial pressures. TAP provides financial assistance for its students made available through generous donations from corporate, alumni and individual donations. Annual funding is also made available through the ESF/SAF fund. During the 2021-22 academic year, there were 930 students registered with Trinity Access. Of these, 839 (90%) are in receipt of financial assistance. There were 222 students in receipt of a philanthropic TAP scholarship (25% of all UG students registered with TAP).

The Mature Student Office (MSO) is an integral part of TAP. The MSO supports the recruitment, integration and success of the mature student cohort in the University. In 2021-22 there were 183 mature new entrants, with over 500 mature students registered across all faculties in Trinity. This figure includes students who have progressed from the Foundation Course for Mature Students and mature students from link ETB Colleges (Pearse/Plunket).

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

Enhancing partnerships between Further Education and Higher Education is a key objective of the University and the National Access Plan. Trinity has committed to increasing numbers of applicants to the University from level 5 and 6 Quality and Qualifications Ireland -Further Education and Training (QQI-FET) Awards. This has resulted in the expansion of existing QQI-FET routes and the establishment of new progression pathways

across all Faculties in the university. A FET project officer joined the TAP team in 2021 to continue the mission of diversifying admission routes to the college by developing a targeted recruitment strategy, orientation and support for FET students.

Since its establishment in 2014, the College Awareness Week campaign (CAW) has become a central fixture in the educational calendar. For one week in November each year, schools, universities, colleges of further education, libraries and more, host unique events to promote a college-going culture within their communities.

Although the number of students in Ireland progressing to further and higher education has seen an increase in recent years, it remains the case that for every five students from disadvantaged communities, there are 10 from affluent communities (HEA, 2022). CAW aims to bridge this gap by providing inspiration and information to all students about the importance of having a post-secondary education plan. We advocate for students to have the choice to pursue the course best suited to their interests, abilities, and future, whether that is a post-leaving certificate qualification, an apprenticeship or a university degree. 2021 saw CAW reach over 150,000 participants with events taking place in every county in Ireland. This included 55% of all DEIS schools in Ireland. CAW also served as the platform for PATH community mentoring, a programme comprising six higher education institutions, which saw 250 mentors volunteer in their communities, benefiting over 2,000 participants.

2.7 Online Education

Trinity continued its commitment to online education in 2021-22. From anywhere around the world, students could access a range of Trinity-developed course materials. Developed as part of the University's strategic goals for online education, fully online postgraduate courses have been available since 2014. Many existing courses were updated in 2021-22 to keep learning content current and in line with best practice.

In 2021-22 Trinity launched an online MSc and PGrad Dip in Pharmaceutical Manufacturing Technology and an online PGrad Cert in Statistics. Fully online modules were also developed for a new blended PGrad Dip in Engineering for Climate Action.

A blended module in Careers and Employability for PhD students was launched by the Careers Advisory Service, and a fully online module in Research Integrity and Ethics in an Open Scholarship Era was also launched for Trinity's PhD students.

Online micro credentials in Legal Training for Child Practitioners and in Disability, Mental Health and Child Protection were created and delivered to learners looking to develop their skills and gain credits through the convenience and accessibility of short online courses. New online CPD courses were also launched in subjects such as wellness in the workplace, managing organisational risk, sustainable green organisation, impact evaluation for global development, and data science.

Trinity continues to support global-learning communities through the provision of high-quality, open-access courses (MOOCs) in partnership with FutureLearn. In 2021-22, over 10,000 learners signed up for Trinity MOOCs. Two new MOOCs were launched in Identifying and Responding to Addiction and Dementia Inclusive Hospitals. Popular MOOC courses included The Book of Kells, Journey to Birth, Achieving Sustainable Development and Exercise Prescription for the Prevention and Treatment of Disease.

2.8 International Agreements

In the 2021-22 academic year there were multiple partnerships in development, with more movement happening as COVID-19 restrictions lifted.

New agreements in this academic year were as follows: Abu Dhabi University supported the School of Engineering in developing a 4+1 collaborative agreement with Abu Dhabi University and signed the agreement during a VP Global-led visit to the partner in February 2022; Soochow University supported the Schools of Physics and Chemistry in developing a 4+1 collaborative agreement with Soochow University; University Southern California supported the School of Pharmacy to develop a partnership with the University Southern California; University of Health Sciences and Pharmacy in St. Louis supported the School of Pharmacy to develop a partnership with the University of Health Sciences and Pharmacy in St. Louis and American University of Cairo supported the Global Brain Health Institute to develop a partnership agreement with the American University of Cairo to facilitate joint research.

Trinity Global added three new international exchange partner universities: Hong Kong Polytechnic University, National Cheng Kung University (Taiwan) and University Adolfo Ibanez (Chile). Ten new Erasmus+ exchange partners were also added to Trinity's Erasmus portfolio. Trinity Global visited six countries to meet with partner and prospective partner universities: France, Jordan, the Netherlands, Oman, Qatar and United Arab Emirates.

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.

The Masters in Global Challenges for Sustainability delivered in partnership with the CHARM-EU Alliance commenced in September 2021 with 120 students across all five partner locations. In July 2022, a new CHARM-EU proposal secured a grant of €12.8m in the 2022 Erasmus+ European Universities Call. Three new partners joined the Alliance and the new CHARM 8 will continue to deepen, intensify and expand the effectiveness of the existing cooperation.

3. The Student Experience

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

3.1 Student Support Services

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

3.2 Student Achievements

During the 2021-22 academic year, students and student societies were successful in many areas. Notable achievements this year include:

Four students were awarded with the inaugural Harry Hartford Capstone Award for outstanding capstone projects in the disciplines of economics, political science, sociology and philosophy. The awards were made possible due to the generosity of Harry Hartford, an alumnus of Trinity's Economic and Social Studies (1982) and long-time supporter of the School. The winners were Susanna Mollen, Aoife Cleary Ward, Andrew Hussey and Declan Murphy.

Sustainable clothing platform Likelt won the 2021 Provost's Innovation Challenge. Jonas Hellberg, Filippo Castelli, and Emilie Audran faced stiff competition from ten teams of sustainability innovators over an intensive and challenging 3-day hackathon to finally win the challenge, which came with a €2,000 cash prize to take their idea further.

Brothers Tadgh-Lorcan and Eoin H. Oude Essink won the nTopology Responsible Part Challenge 2022 while representing Trinity and TU Dublin in an international manufacturing competition.

Trinity students won three awards at the Formula Student competition held at Silverstone race circuit in the UK during summer 2022. The students, who designed and built a single-seater race car for the competition, made up the only Irish Class 1 team at the event. They also comprised the first and only Irish FS-AI team to compete in a new AI category in which the competitors use autonomous vehicles.

Societies

The Central Societies Committee (CSC) witnessed again the ability of student-led societies to organise a multitude of engaging events and to sustain and thrive despite anything that could come their way.

The Freshers Fair made a welcome return to campus, albeit reimagined to allow for a reduced capacity and social distancing. Even more welcome was the resurgence of in-person on-campus activity alongside continued online events. The lengths that the society committees went to ensure that society life not only resumed post-pandemic, but flourished was remarkable. Great care, thought, and attention went into bringing back long-standing as well as new events and activities to the calendar of society life, to preserve this valuable tradition, ensuring that future students will continue to experience how societies are at the heart of Trinity life.

A few examples from the many events organised by students during the year:

Cumann Gaelach & Environmental: *Seachtain Ghlas le Manchán Magan*

On Tuesday of Green Week, renowned Irish travel writer Manchán Magan spoke to Trinity students for the first time. Although it was on Zoom, it was streamed live from the Botany Lecture Theatre. The Bilingual talk explored Irish people's deep historical connection to the natural world through an exploration of how we use language to communicate this relationship.

Film Society: *Miniseries Creation*

This event involved about 80 participants overall. In the first term, it ran weekly as a writers' room, creating a cinematic world and original scripts. In Hilary Term the top seven scripts were selected and assigned film crews to take them from pre-production to final edits. Supplementary camera and sound workshops were organised to improve skills and a composition team scored the final film.

Photographic: *After Sundown*

The society's Christmas exhibition was held in Fumbally Stables and had an attendance of about 200 people. It attracted submissions from over 60 student photographers. The theme 'After Sundown' inspired people to get creative and to venture out into the night to create beautiful photographs.

Trinity Musical Theatre Society: *Guys and Dolls*

The society's production ran from 23 – 26 February in the O'Reilly Theatre, Belvedere College, having full houses each night. It involved 33 cast members, an orchestra of 16 students and nine production team members.

QSoc, Maths, General Science, Space, Zoological: *Queer People in STEM Bingo.*

This event celebrated LGBTQ+ people in science. Each society found scientists from their field who were LGBTQ+ that were added to the bingo, and information about them was organised into a PowerPoint format. They were then given a number corresponding to the bingo sheets. Many of the researchers and scientists that the participants learned about, had been underappreciated in their time because of their identity.

Sport

Trinity has a deep rooted and proud sporting heritage - we have over one hundred years of organised sport in the university. Everything we do at Trinity Sport is about helping people to participate more and perform better so that, together, we realise our potential. At a time when we have all come to realise the significant role that connection, belonging, and wellbeing plays in our lives, we were delighted to welcome the launch of a new strategy for sport and physical activity in Trinity in March 2022.

The new strategy for sport 2022–26 is aptly named 'Realising Potential' with a vision to ensure that sport and physical activity is at the heart of the Trinity experience. Its mission is to inspire, engage and connect everyone through sport in an inclusive and supportive environment. The implementation of this plan will ensure that our students, staff and wider community are supported with a range of sporting facilities and opportunities allowing them to foster lifelong connections to sport, health and wellbeing.

'*Realising Potential: A Strategy for Sport and Physical Activity at Trinity*' clearly aligns with the wider Trinity strategy 'Towards 2025: Community and Connection'. The cross-cutting goals such as fostering an ever more diverse and inclusive student community, supporting the transformative student experience, enriching our global network, and creating a 'one Trinity' community are embedded throughout the strategy pillars.

Trinity Sport Centre and FISU Healthy Campus

The Sport Centre is the central hub of sporting activity on campus. Following on from the impact of COVID-19, usage of the Sport Centre is increasing with 192,295 attendances from September 2021 to August 2022. Students were 77% of users, this was a significant increase in comparison to the same period in 2020-21 due to COVID-19 closures and restrictions. All fitness levels are catered for, with more than 50 classes and programmes delivered each week both online and in-person. For the ninth consecutive year, Trinity Sport Centre achieved the highest standards in the national quality standard awards (sports facilities).

Catering for a wide range of customers all year, the Sport Centre was bustling during the summer months, as over 1,000 children attended the Trinity Sport Braveheart multi-sport summer camps. Forty teenagers from the local community graduated from the Trinity Sport certified 'Youth Coaching Academy'. The 'Youth Coaching Academy' is an initiative to provide 16–18-year-old budding coaches, youth leaders and sport professionals with the tools to start their journey in sport leadership.

Trinity was awarded FISU (International University Sport Federation) Healthy Campus platinum certification in June 2022, the highest level of certification. Trinity Sport is delighted to be part of the FISU Healthy Campus programme which is an exciting global initiative that embeds health and wellbeing into all aspects of campus culture, which in turn improves our students and staff lifestyles.

Social Sport and Participation

Increasing participation amongst students continues to be a driving objective for Trinity Sport. Over 4,670 students joined a sports club in 2021-22. There was a full programme of social sports and leagues on campus for students including 3 v 3 basketball, 5-a-side soccer, social running, touch rugby and learn to play Gaelic, hockey, and squash programmes. The participation side of Trinity Sport activities involved the national Swim for a Mile training programme and event, the Reindeer fun run, Campus 5K run and Healthy Trinity physical activity initiatives.

The Trinity Sport-led project 'Mind, Body, Boost' was officially launched across seven European Institutions in January 2022 via an online event. Mind, Body, Boost is an evidence-based intervention project, devised to support young people in managing their mental and physical health. The project is co-funded by the European Commission under the Erasmus+ Sport programme 'to encourage social inclusion and equal opportunities in sport.'

Sport Club Performances

After two years of disruption due to COVID-19 sporting fixtures and events were back and there was no shortage of standout sporting moments throughout the 2021-22 season for Trinity's sport clubs. Some of the sporting highlights include DUHAC (Dublin University Harriers and Athletics Club) celebrating 150 years of athletics at Trinity with a gold for the women's team and silver overall at the IUAA (Irish University Athletic Association) Cross Country Championships, Trinity Gaelic footballers were crowned All Ireland fresher champions, Trinity Volleyball men's and women's teams won at the Student Sport Ireland (SSI) cup finals, Trinity Rugby U-20s retained the Fraser McMullen Cup and had a fantastic colours festival claiming the annual Dudley Cup and Colours trophy against UCD. Trinity women's rugby team were promoted to division one and Trinity Netball had an outstanding season. Dublin University Swim and Water Polo club had amazing performances at the Water polo intervarsities, the men's team made it to the final and won against University of Ulster in an extremely exciting match which ended 10-9.

The Trinity Sport Awards took place on 9 May 2022 at the Aviva Stadium after a two-year hiatus. Thirteen awards and the Pinks ceremony were announced at the event. The annual awards are open to all sport clubs, and they acknowledge the extraordinary commitment made by the sporting community at Trinity. At the ninth Annual Awards, presented by broadcast journalist Maire Treasa Ni Cheallaigh, the highly coveted Sport Person of the Year went to Leah Paul, while Team of the Year went to Trinity GAA Fresher's Football team and Performance of the Year went to DUHAC women's team for their performance at the IUAA Cross Country Championships.

Scholarships and High Performance

Trinity Sport scholarship students from a variety of sports including rugby, GAA, basketball, cricket, athletics, and rowing were unveiled at a ceremony in November 2022. The scholarship programme supports talented athletes in excelling in their chosen sport and academic course. Among the recipients were Katie Mullan, Irish International Hockey player; Kathryn Dane, Irish International and Ulster Rugby player; Ryan Baird, Irish International and Leinster rugby player, and Rebecca Stokell and Leah Paul, Irish Senior Cricket players.

4. Research Activities

4.1 Research Funding

Research activity (measured on the basis of research expenditure) of €115.3m represents an increase of €10.2m (9.7%) on prior year levels with an Exchequer: non-Exchequer ratio of 63:37. This is the seventh consecutive year where research activity exceeded €100m. The value of new awards secured in the year amounted to €125m (2020-21: €151m).

The rate of indirect costs for new awards (20.2%) compared to the Full Economic Cost rate of 67% continues to challenge the University's research support mechanisms and is an annually occurring funding gap that needs to be addressed.

In 2022 there were over 1,715 active research accounts led by 585 Principal Investigators with research activity supporting around 2,769 individuals (1,951 staff and 818 PhD students).

€23.6m of research activity was the subject of 36 audits throughout the year with no significant findings.

Source of Research Funding	Year ended 30 September 2022
Science Foundation Ireland	33%
Commission of the European Union	18%
Enterprise Ireland	9%
Irish Research Council	8%
Other Non-Exchequer	8%
Irish Government / State Agency	8%
Industry	6%
Health Research Board	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:

Seven Trinity researchers featured on the 2021 highly cited researchers list. The researchers were David Loane, Assistant Professor in Trinity's School of Biochemistry and Immunology; Valeria Nicolosi, Professor of Nanomaterials & Advanced Microscopy in Trinity's School of Chemistry, Stefano Sanvito, Professor of Condensed Matter Theory in the School of Physics; Brian Lucey, Professor of International Finance and Commodities in Trinity Business School; Padraic Fallon, Professor of Translational Immunology in Trinity's School of Medicine and TBSI; Jonathan Coleman, Professor of Chemical Physics in Trinity's School of Physics and PI at CRANN and AMBER and Luke O'Neill, Professor of Biochemistry in Trinity's School of Biochemistry and Immunology.

Professor Yvonne Buckley was named the Irish Research Council 2021 Researcher of the Year for her work which focuses on the growth, reproduction and survival of plant and animal species. Her work explores solutions that will enable biodiversity to persist through global changes that are underway including climate change.

Professors Ruth Byrne and Jennifer McElwain received Royal Irish Academy Gold Medals in April 2022 for their research, innovation and contribution to the Higher Education sector in Ireland.

Trinity's leading researchers and inventors were celebrated at the Trinity Innovation Awards in February 2022, which were deferred from 2021 due to COVID-19. John O'Leary, Professor of Pathology, received the Provost Innovation Award.

Two Trinity AMBER research projects secured European Innovation Council funding in December 2021, representing Trinity's first successes in Horizon Europe. They received a total funding value of over €6m.

The Trinity Academic Cancer Trials Group was awarded over €2m in December 2021 from the Health Research Board for a partnership to support cancer clinical trials to improve health and care and improve quality of life for patients with cancer.

Professor Paula Murphy along with an international team of researchers secured a €1m grant to develop synthetic tendon and ligament implant modelled on embryonic tendons. The group will develop genetically engineered soft tissues modelled on how tendons develop in the embryo, and attempt to improve the production of artificial tendon and ligament replacements.

Dr Kathy Ruddy won the Irish Research Council 2021 Early Career Researcher of the Year award for her research projects that involve using brain-computer interfaces to 'hack the brain,' to understand better how it works, and ultimately work toward improving brain function.

Dr Éilish Burke won an international award for engaged research with people with intellectual disabilities in November 2021. She won the International Association for Research on Service-Learning and Community Engagement award for Diversity, Equity and Inclusion in acknowledgement of her research work.

Joseph McCauley won the 2021 Institute of Physics Technicians Award in December 2021 for playing a lead role in the planning and construction of the I-LOFAR telescope.

Five Trinity researchers won the European Research Council Proof of Concept grants worth €150,000 each: Professors Valeria Nicolosi, Triona Lally, Anna Davies, John Gould and Dr Matthew Campbell.

In March 2022, Tánaiste Leo Varadkar with Professor Orla Hardiman and Professor Vinny Wade launched a €10m project led by ADAPT and FutureNeuro to advance prediction models for progression of Motor Neuron Disease.

Dr Emma Tomlinson and Dr Fiona Smyth received European Research Council awards in March 2022. Dr Tomlinson received a €2m Consolidator Grant for her project LITH03: Quantifying the formation and evolution of the Archaean lithospheric mantle. Dr Fiona Smyth was awarded a Starting Grant (worth up to €1.5m) for the project SpectresCamouflage: The Sound of Silence which links architecture and construction with music, military history and acoustics.

Researchers from Trinity's Department of Civil, Structural and Environmental Engineering received over €1m in funding to lead two new projects on renewable energy and decarbonising transport research. Professors Breiffni Fitzgerald and Brian Caulfield will lead the projects.

Dr Michelle Browne secured the L'Oréal – UNESCO and Ireland for Women in Science 2021 Rising Talent fellowship for her research on the production of green hydrogen in water electrolyzers for the generation of electricity in September 2021.

Trinity and Queen's University Belfast were awarded €3.8m to form an All-Ireland Centre of Excellence in Economics, History and Policy in April 2022.

Dr Esther Murphy from the School of Engineering was awarded €2.2m for an innovative research programme for adults with intellectual disabilities. The funding was awarded from EIT health for a period of three years.

In June 2022, Dr Roja Fazaeli secured a €2m European Research Council Grant to explore the issue of Muslim women's access to justice in Europe. Dr Fazaeli will lead the five-year research project called *BILQIS: Building Conceptual and Methodological Expertise for the Study of Gender, Agency and Authority in Islam*.

Professor Rose Anne Kenny was appointed Regius Professor of Physic (1637) in July 2022. This is one of the oldest professorships in Ireland and one of the oldest Medical Professorships in Europe.

Eleven Trinity researchers were awarded €4m to tackle global health challenges from the Health Research Board. Their research will drive advancements in treatments and therapies across a broad range of human health and disease including neurodegenerative disease, respiratory disease, bloodstream infection, arthritis, cancer and depression.



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 venture capital community and enterprise. This broad engagement is facilitated through the Research Development Office, the Contracts Office, and the Office of Corporate Partnership and Knowledge Exchange (OCPKE) within the unit.

Key highlights

- Trinity's consultancy service, CONSULT Trinity, which was funded by Knowledge Transfer Ireland (KTI) for the period 2018-21 was endorsed by Trinity to continue beyond 2021. The consultancy service is now a key component of the OCPKE service offering to industry partners and is particularly attractive to partners who have not engaged with university commercialisation previously.
- The Joint RCSI-Trinity showcase event held in November 2021 built on last year's successful event and broadened the focus to include collaboration, licensing, and consultancy opportunities. There was an 18% increase in registered attendees across 20 different countries (10 in 2020).
- Three campus companies were approved in 2021-22: one in healthcare (*Altach Biomedical*) and two in ICT (*Lir Labs/Swan* and *Voicetune AI*). In addition, two high potential start-ups (HPSUs) were approved by Enterprise Ireland in 2021-22 (*E-seed Crop Technology Solutions Ltd.* and *Biologit Ltd.*).
- We continued to see significant investment into Trinity Campus Companies in 2021-22 in equity and non-equity funding. For instance, *CroíValve* has successfully raised €8m for clinical trial work; *ProVerum Medical* raised €30m to support its clinical programme as it looks to go to market with its ground-breaking ProVee device; *Akara Robotics* was awarded an EIC Accelerator programme award of €2.4m; *OneProjects*, now renamed *Luma Vision* secured \$17m in new financing for their 4D cardiac imaging technology. Other investments include *Head Diagnostics* (€3.5m), *Danalto* (€1.5m), *Altach Biomedical* (€150k), *Azadyne* (STG€1.9m (€2.2m), *Swan Lir Labs* (€900k), *Biologit* (€1m) and *CropBiome* (€1m equity funding /€1.4m non-equity funding).
- *Empower the User* (2008) was acquired by Mission Springs Ventures and Pacific Lake Ventures for a fee in excess of \$50m in July 2021.
- Twenty-two Licenses to intellectual property were executed to a broad range of industry partners, campus companies, SMEs and MNCs.
- Trinity's IP Policy "Policy, Practice and Regulations in Intellectual Property" is reviewed every three years. As part of this rolling review process, a detailed review and approval process took place in 2022.
- MedTech innovator was co-hosted by Trinity and RCSI in April 2022 with seven Trinity medtech opportunities (*Head Diagnostics*, *InjurySense*, *VertiGenius* and emerging projects, *ProACT Health*, *Altach*, *MitrAdapt* and *PLIO Surgical*).
- The first 5G test licence awarded by ComReg will enable next-gen communications networks research (CONNECT).

Industry

Sustained and improved engagement with industry partners resulted in €8.1m industry awards signed in 2021-22. Examples of significant collaborations include:

- Precision ALS was launched in March 2022. The programme is an academic, clinical and industry research programme that will provide new insights in our understanding of Motor Neuron Disease (MND).
- Trinity and IBM signed an MoU in September aimed at pursuing research and accelerated discovery of new materials, further expanding upon the parties' existing relationship which includes a pre-PhD programme for talented students interested in completing PhDs in the areas of quantum computing, artificial intelligence, security, and accelerated discovery.
- In June 2022, Trinity and St. James's Hospital Dublin entered a strategic collaboration with Legend Biotech to develop three-dimensional models exploring chimeric antigen receptor T-cell (CAR-T) cell therapies in solid tumours.
- In March 2022, Artelo Biosciences entered a second collaboration with Professor Richard K. Porter, PhD from the School of Biochemistry & Immunology. He will investigate the molecular basis of fatty acid binding protein (FABP) inhibition in cancer and the potential of the ART26.12 platform for the treatment of various tumours.

Consultancy

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

- a total of 45 consultancy agreements signed
- €805,188 total value of consultancy agreements signed
- Inishowen River Trust consultancy engagement was shortlisted for the KTI impact awards 2021

5.1 Research Funding

- During the 2021-22 academic year, 1,119 proposals valued at €431m were curated by the Research Development Office.
- In 2021-22, SFI awarded a total of €30m to Trinity. In the same period, the Contracts Office processed over 986 research contracts with a combined total value of €165m, of which 804 awarded to Trinity (worth €153m) and 18 (worth €12.4m) issued to external entities.
- EIC Pathfinder Open Awards: Professor Rocco Lupoi and Professor Valeria Nicolosi (Thermodust) and Professor Graham Cross (SSLIP) were the first Trinity awardees of this new Horizon Europe awards (€6m).

5.2 Intellectual Property

The Office of Corporate Partnership and Knowledge Exchange received 54 disclosures of novel intellectual property created by Trinity researchers, filed 16 new patent applications, and granted 22 commercial licences. The formation of three new Trinity campus companies was approved.

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

* Refers to licences, options and assignments

5.3 LaunchBox and Blackstone LaunchPad

The highly regarded student incubator programme LaunchBox, Tangent's Student Accelerator, has supported over 120 start-ups that have gone to raise over €75m in funding and investment since its inception in 2013. Past alumni include TouchTech Payments who were acquired by Stripe for an undisclosed sum, Artomatix who were acquired for over \$60m in 2019, and Foodcloud who to date have distributed over 100m meals across the UK and Ireland through reducing food waste.

Ten student-led start-up teams were selected to participate in LaunchBox over the Summer of 2022 – benefitting from coaching, expert advice, seed funding, and access to incubator space and facilities. This was the first in-person programme since the outbreak of COVID-19 in 2020.

Participants on the programme this year included social enterprise Script, which helps immigrants, refugees, asylum seekers and anyone who struggles to complete government forms to do so, in their native language. The winner of LaunchBox 2022 was Ecode, a circular fashion communication platform, founded during the 2021-22 Provost's Innovation Challenge hackathon, 'Finishing With Fast Fashion'. Ecode empowers consumers to make more informed, sustainable decisions online and in-store.

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

6. Human Resources

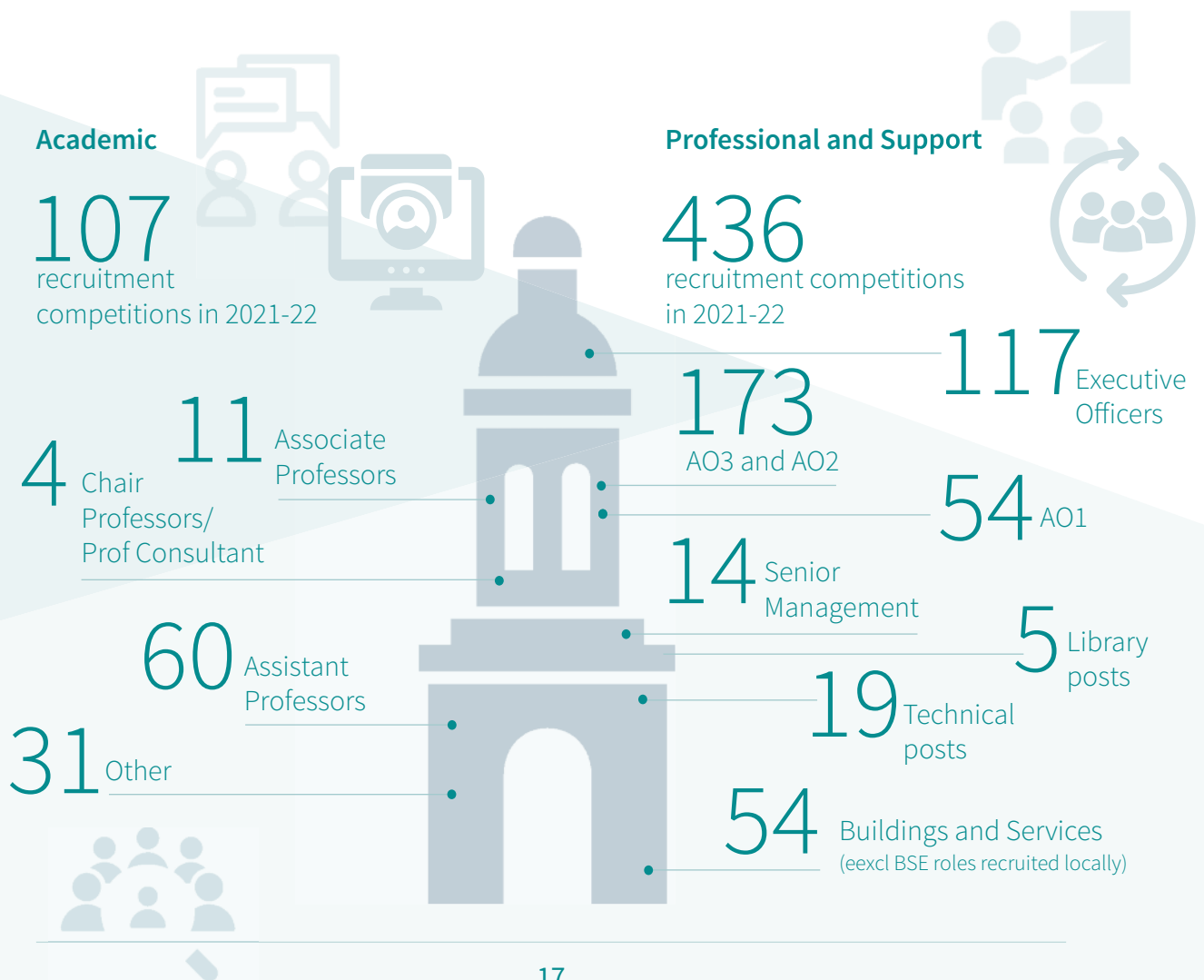
Human Resources advances the University’s vision by empowering and enabling Trinity’s people to flourish. HR supports and strengthens individuals, teams and the University performance and we do this by developing and delivering solutions that enable Trinity to foster an effective and flexible organisation,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

Our work falls under three main pillars:

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

6.1 People Capability

The recruitment activity continued to grow across Trinity with new record recruitment levels in 2021-22 with a broad range of roles being filled encompassing all University activities: academic positions (107) including four Professor Chairs; and Professional and Support (436) including roles across Technical, Management and Administrative, Buildings and Services and Library positions. *(note: researchers and some building roles are recruited locally so recruitment competitions are not included in these figures).*



During the year, 8,786 applications were received for roles with over 2,400 people shortlisted for interview and 531 job offers issued. From the offers made, 92% were accepted by the preferred candidate.

Thirty-three percent of the recruitment was generated due to new positions being created, with 67% replacement vacancies. Voluntary attrition continues to be low at 2.8%. Many of the replacement vacancies were created due to people changing roles, which demonstrates good opportunity for career movement. 194 Trinity staff were appointed to a new role in this academic year, with 52% of those appointed moving to a higher grade.

The numbers of researchers also continue to increase with 550 research fellows and 380 research assistants engaged with Trinity over this period. While the recruitment is managed locally, the continued increase in these roles resulted in the contracts team issuing over 1,700 contracts for appointments taking place outside of recruitment.

Academic Promotion

In 2021-22, the Staff Performance and Review Team supported the Senior Academic Promotions Call 2020, in which 135 applications were received, and 48 candidates were successful for promotion. Of the candidates promoted, 29 were promoted to Associate Professor, 11 promoted to Professor in, four promoted to Associate Professor/Consultant and four were promoted to Professor of (Personal Chair).

This call was supported by information workshops for potential applicants on Senior Academic Promotions across the faculties, with over 300 academic staff attending in 2021-22. The Senior Academic Promotions Call 2021 was launched in October 2022 and the process is due to conclude in March 2023.

Over this period, the Senior Academic Promotions Committee received six applications for retention of which, four were successful, one was withdrawn, and one was unsuccessful.

The Junior Academic Progressions Committee interviewed 13 Assistant Professors on Tenure Track for their Final Tenure Review. 13 were successful and following Board approval permanent contracts were issued to them. In addition, the Junior Academic Progressions Committee launched a call on 31st January 2022 for candidates currently held at the merit bar to come forward for review and for candidates to apply for accelerated advancement; 34 applications were received in total, and while the process is still underway, 23 people have been successful with their application.

In 2021-22, the Clinical Staff Promotions Call ran from March 2021 - February 2022. Seventy two applications were received, two for Clinical Senior Lecturer, 46 to Clinical Associate Professor and 24 to Clinical Professor. Of those 72, 55 candidates were successful for promotion. Of the candidates promoted, two were promoted to Clinical Senior Lecturer, 37 were promoted to Clinical Associate Professor, and 16 promoted to Clinical Professor.

Development

Two hundred and twelve learning events were delivered in 2021-22, with 3,611 participants across the following categories.

- Professional and personal skills development
- Assistant Profs Development Programme for Years 1 – 4
- Leadership Development Programmes
- Bespoke team-based interventions across the University
- Talent interventions including mentoring for academics and coaching
- Wellbeing Series

The Learning & Organisation Development (L&OD) Team continued to deliver an online programme with the emphasis on practical management and leadership skills to lead in transition as well as a strong wellbeing focus.

There were enhancements to several existing development offerings:

- Aurora Women's Leadership Development Programme - This programme continues to evolve with the Advance HE programmes supported by an in-house programme.
- Team based modular programmes to support teams to enhance their performance in a hybrid and blended world of work was introduced.
- Professional Skills for Research Leaders Programme was run with 30 participants. The masterclass series to support the programme participants continued to be updated based on feedback from participants. An online celebration of achievement was introduced and supported by the Office of the Dean of Research.
- Inter-university programmes were introduced; (1) In partnership with EDI, two programmes aimed at supporting female academic progression – APP and Vista. (2) Peer mentoring programme was piloted with a focus on for newly appointed managers with positive feedback.
- While general orientation continued on-line, the format was updated
- Promotion of Linked-In learning on all HR L&OD communications by providing relevant themed catalogues

Online Learning

LinkedIn Learning usage continued below pre-pandemic levels at just under 3,000 active users in this period. However active users are highly engaged with over 3,000 courses and 100,000 videos completed in the period. LinkedIn Learning catalogues continued to be developed to support all programmes; however, they are offered as optional pre-work rather than pre-requisites as learners indicate time and capacity barriers. Comprehensive catalogues continue to be updated to link to Trinity Competencies for Professional and Support staff to LinkedIn Learning resources and are published on the Trinity website. Vitae continues to be offered to all academic and researcher staff, and those related to research as a significant online resource portal.

6.2 People Advocacy

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

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

HR continued to support and advise on COVID-19 work and leave arrangements providing updates during Michaelmas Term and then the winddown of COVID-19 special measures in returning staff to the workplace during Hilary Term.

HR led the development of the University's Pilot Blended Working Policy which was rolled out on a pilot basis across the University. The HR team supported and advised people managers with the introduction and implementation, assisting them with overcoming difficulties in returning staff to the workplace in the Hilary term of 2021-22 academic year.

HR took an active role in the development of the Consent Framework, conducting focus groups with both staff and students on the revision of the University's Dignity & Respect policy. The consultation delivered feedback that has seen a roll out and implementation plan evolve that includes a new Sexual Misconduct Policy, additional people, and training resources, as well as a Communications Plan and dedicated website being developed. These new policies and the plan to support their implementation will play a central and proactive role in fostering a safe, respectful, and supportive culture in the institution for both students and employees.

During this period, the Employee Relations team led out for the University on individual and collective staff issues at 12 WRC conciliation conferences, four adjudication officer investigations and four Labour Court hearings. In addition, the team assisted managers/heads with internal workplace investigations under grievances, disciplinary and dignity and respect processes.

6.3 Employee Engagement

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, HR have a multi-year programme of refining and streamlining HR processes which will continue over several years with investment needed to support the achievement of this.

In this academic year, with the increase in employees' numbers, there is a direct impact on the volumes that are being managed and the HR team have been giving priority to managing the increased volumes, while continuing to streamline processes. This academic year saw a welcomed implementation of pay awards called Building Momentum.

Throughout the year, focus has been on automation of forms and development of workflow to bring enablement to many manual forms. In the next academic year, the pilot entitled *Research Nominations* will be concluded and additional automation will support the manager and the employee experience.

Enhancing processing resulted in the transition of 500+ employees' pay from weekly to fortnightly.

eLeave (electronic recording of leave) roll out of the system is well underway with the appetite increasing for implementation from divisions and schools across the University. This roll out is enabling local management of leave and central recording of family friendly leave which enables Trinity to demonstrate its commitments under Athena Swan.

People Dashboards have been redeveloped over this period to be delivered in a more user friendly and accessibly way. These dashboards give information both at University level and at HR Operational level 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.

7. University Initiatives and Key Events

There were several new initiatives and key events in Trinity during the academic year 2021-22.

An immersive digital recreation of the Public Record Office and its collections was launched by Taoiseach Micheál Martin in June 2022. The Virtual Record Treasury of Ireland was the outcome of a five-year State-funded programme of research entitled 'Beyond 2022' and led by Trinity. Beyond 2022 combined historical investigation, archival conservation, and technical innovation to re-imagine and recreate, through digital technologies, the archive that was lost on 30 June 1922.

An exhibition to mark 100 years of Trinity Women Graduates entitled "*If a female had once passed the gate ... : Trinity Women Graduates Centenary Exhibition 1922-2022*," was launched in April 2022 in the Old Library. Photographs, letters, administrative records and collected reminiscences traced the long campaign for admission, the achievements of early women graduates and the struggle for equality by female students and staff.

Trinity's commitment to gender equality was recognised in September 2021 and March 2022 as five more Athena SWAN awards were presented to Trinity. The September recipients were the School of Social Sciences and Philosophy, Trinity Business School, the School of Linguistic, Speech and Communication Sciences and the School of Biochemistry and Immunology. In March, the School of Medicine joined the ranks, bringing Trinity's total to 15 Athena SWAN awards.

Former Chief Justice Frank Clarke was inaugurated as Pro-Chancellor in April 2022. Frank Clarke is an Irish barrister who was Chief Justice of Ireland and had a successful career as a barrister, with a broad practice in commercial law and public law. He was appointed to the High Court in 2004 and he became a judge of the Supreme Court in February 2012.

CHARM-EU and Trinity won the Best International Collaboration Project Award in April 2022 in recognition of the impact of the partnership between Trinity and the other four CHARM-EU Alliance members. The alliance is offering a learning experience that has mobility and inclusivity at its core and is delivering a challenge-driven, student-centred and self-directed teaching model that integrates research, teaching and innovation.

In September 2021, Trinity launched *Together Consent Outreach Programme* which comprises of tools, workshops and a consent education website that offers information about consent, positive sexual experiences, supports for survivors of sexual violence, trauma-informed approaches for staff and information and training for students, staff and other institutions.

Trinity welcomed Prince Albert II of Monaco in September 2021, where an unveiling ceremony took place to mark a major donation he made to the conservation of the Old Library where a frieze containing his name was unveiled on the Gallery of the Long Room of the Old Library alongside the founding donors to the Library. An unveiling ceremony also took place of a frieze with the names of Their Serene Highnesses Prince Albert II & Princess Charlene of Monaco on the University's Benefactors Wall at the entrance to the Trinity College Dining Hall.

The following month, Trinity welcomed German President Frank-Walter Steinmeier and First Lady Elke BÜdenbender.

Sustainability Achievements

In September 2021, the new leadership team was approved by Board including the Vice President for Biodiversity and Climate Action. In May 2022, Professor Jane Stout began as Trinity's new Vice President for Biodiversity and Climate Action. In July, Jane Hackett started her role as Trinity's first full-time Sustainability Manager.

Trinity's biodiversity audit – *Discovering Trinity's Biodiversity* – was published in October 2021 and delivered ten specific recommendations including the development of a biodiversity strategy and outreach programme to involve the wider community. The report highlighted that Trinity is home to more than the iconic wildlife species that grab the headlines – foxes, trees and swifts – and the familiar green sports pitches and manicured squares. There is a wealth of hidden biodiversity in the form of plants, insects, fungi and other creatures, many of which go unnoticed.

In November, a vote was put to the Trinity Community to choose which project would receive €5,000 from the Provost's Climate Action Fund in conjunction with the United Nation's Conference of Parties (COP26). The winner was an Urban Garden on campus, proposed by PhD researcher in AMBER Eleanor Flora-Mullen. She will use the funds to create a student-led space to grow food and plants using novel and sustainable gardening techniques.

During this academic year, a project called RISING brought together Trinity and Brokentalkers Theatre Company to provide opportunities for residents living around Dublin's Docklands to engage with the topic of climate action through creative workshops and meetings with climate scientists. The diverse group has participated in regular creative climate action workshops including performing at the Lir Academy in April 2022, delivering an emotive presentation on their insights and experiences of local actions on climate change.

Professor Anna Davies was announced as the new Chair of The Rediscovery Centre, Ireland's National Centre for the Circular Economy in October 2021. Her role will be critical to cultivating connections, ideas and resources to support greener low-carbon living. Her work is advancing Trinity's commitment to deeper civic engagement and a climate-first Trinity.

In May 2022, Trinity Business School committed to become carbon neutral by 2030 with the announcement of their new strategy. With a number of sweeping strategic objectives set across all levels of teaching and operations, Trinity Business School's new strategy seeks to place it as Europe's business school of choice for students looking to 'transform business for good.'

Trinity went plant-based for the 20th anniversary of Green Week, which focused on finding solutions to our food systems from farm to fork. During the week, Chef Darina Allen spoke on a biodiversity panel, travel writer Manchán Magan spoke on sustainable travel and students hosted a free swop shop amongst dozens of other environmentally themed events.

Schools around Ireland committed to Save The Bees in March 2022, when a new campaign launched in partnership with SuperValu and the All-Ireland Pollinator Plan, which was initiated by Dr Úna FitzPatrick and Professor Jane Stout. Professor Stout's team in the School of Natural Sciences is working with businesses, farmers, local councils and other land-managers to assess pollinator diversity and test pollinator-friendly actions.

8. Capital Development Programme

8.1 Projects

Printing House Square – Student Accommodation

Building works were slowed due to COVID-19 restrictions for Trinity's new €62m, 249-bedroom student accommodation building on Pearse Street, but set to be completed in November 2022. This 13,000 sq.m. 9-level building will have student services space, a new Health Unit and Sports Facilities.

The Martin Naughton E3 Learning Foundry

Trinity appointed internationally renowned architects Feildon Clegg Bradley to this project and following receipt of planning permission from Dublin City Council for this new Engineering, Environment and Emerging Technologies building, we have appointed JJ Rhatigan as main contractor. The project will take a few years to complete and will provide a much-welcomed new route through the campus to the east end of College.

Historic Accommodation Buildings

The €20m refurbishment of the 325-year-old Rubrics and the 130-year-old Chief Steward's House is progressing with Clancy Construction on site since August 2021, together with Architects Pascal+Watson, Carrig Conservation, AECOM and WH Stephens. Both buildings are being restored for use as staff, student, and guest accommodation along with academic meeting and collaboration facilities on the ground floor of the Rubrics. The deep energy retrofit of the Rubrics including the supply of primary heating and hot water is completed with the construction of a new plant room to accommodate heat pumps connected to 21 180-metre-deep boreholes, located in New Square. A host of other energy initiatives to improve the thermal performance of the building are in progress including underfloor insulation with recycled foamed glass, the refurbishment of the existing windows and roof insulation together with re-slating using local Valentia slate. The project is on budget and on programme with completion due in Spring 2023.

Old Library Redevelopment Project

With our design team led by award-winning Heneghan Peng Architects, we continue to develop plans for the redevelopment of the Old Library (built c.1712). This project will include critical improvements to the Old Library to ensure the preservation of one of our finest buildings and will create an environment suitable building for our unique and distinct collections.

Interim Exhibition

The application for Planning Permission for the Interim Exhibition will be submitted to DCC in September 2022. This project will incorporate the restoration of the Printing House to house the Book of Kells during the restoration works on the Old Library. A temporary pavilion located in New Square, will provide space for audio visual exhibition and retail.

Student Accommodation – Dartry Halls of Residence

Strategic Housing Development Planning Permission for the construction of a new 358 bedspaces student accommodation development at Trinity Hall, Dartry, has been submitted and we will receive an outcome from this planning process at the end of 2022. Discussions are in progress on funding with the Department of Further and Higher Education, Research, Innovation and Science.

Portal and Trinity East / TTEC

Planning permission was received for the first innovation and entrepreneurship building known as 'Portal' in the Trinity East Campus and it is hoped to commence work in the Spring of 2023 on this €17m refurbishment of the buildings on the Grand Canal Quay side of the campus. Other plans to launch an environmentally conscious strategy for the development of TTEC are underway.

Environmental, Electrical Infrastructure, Operational, 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 2022. 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.

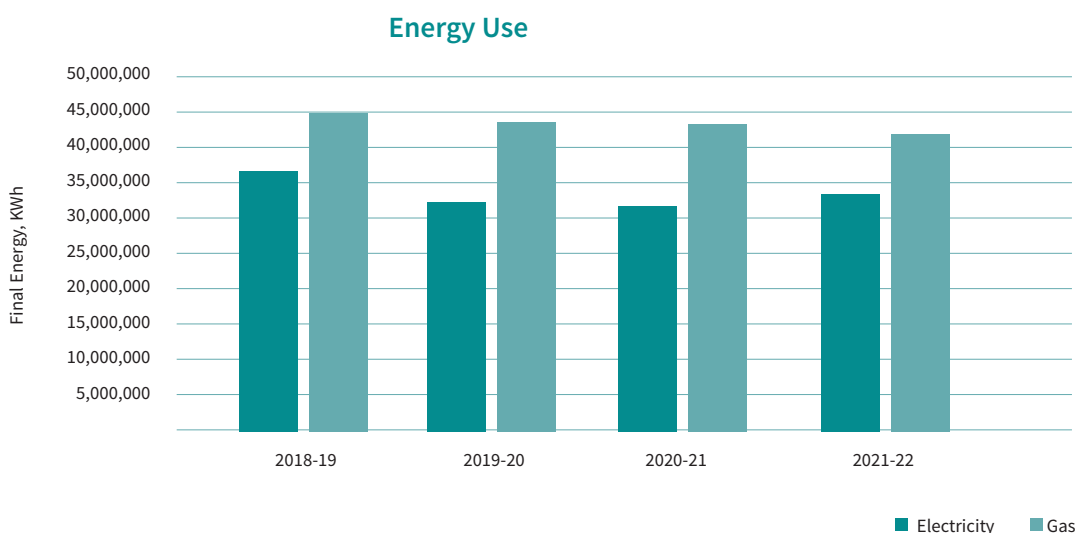
A range of space utilisation initiatives are being planned to leverage the best use of our estate, and in particular, use of the classroom stock considering changes to pedagogical approaches following the COVID-19 pandemic. Trinity is committed to providing the best student accommodation possible and continues to work through a programme of refurbishments in campus accommodation.

Several other critical major repair and conservation projects are complete or underway in this period, such as the Ussher podium refurbishment, railings restorations, and critical electrical and mechanical infrastructure.

8.2 Energy Conservation

Energy Use

In 2021-22, Trinity's buildings consumed 34m kWh of electricity (a 7% increase from previous year) and 42m kWh of natural gas (a 2% reduction from previous year).



From September 2021, Trinity resumed work and teaching in person. This greater activity level on site led to increased ventilation and utility consumption. Trinity also had to maintain increased ventilation rates and extended operating hours of ventilation plant with the COVID-19 virus still circulating in the community. These explain the increase in electricity consumption compared to the previous two academic years.

Energy-related Carbon Emissions

Energy-related CO₂ emissions in 2021-22 were 20,179 tonnes, 42% of which was from heating fuel.

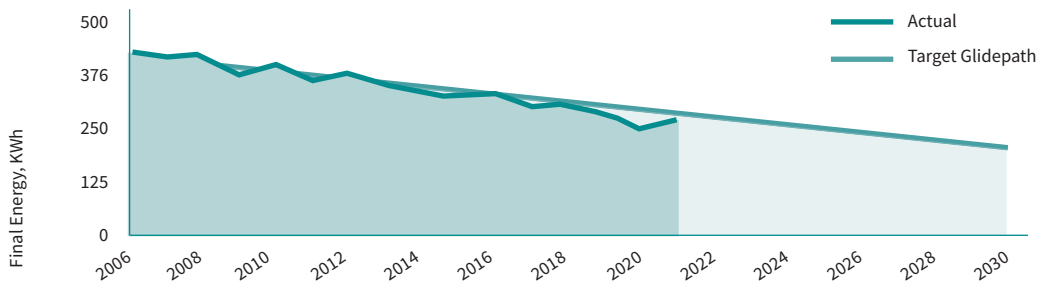
Energy Efficiency Progress to date

For the year 2021-22 the College achieved a 34.4% energy efficiency saving compared to our baseline.

Below is a screenshot from the SEAI Monitoring and Reporting portal showing the improvement in energy efficiency since baseline year.

Energy Performance Indicators - 2021

2021 EnPi = 266 $\frac{\text{kWh}}{\text{Research Equivalent Floor Area}}$ EnPi = 207 $\frac{\text{kWh}}{\text{Research Equivalent Floor Area}}$



Energy Projects

The main energy-related project completed was in the Hamilton building. All the air handling units were replaced with a new integrated heat pump type, which does not use any fossil fuel.

The gas boiler in this building is no longer required for heating and ventilation purposes. The annual savings projected from this project are almost 200,000 units of electricity and 400,000 units of natural gas.

An upgrade of ventilation in the Berkeley library was carried out with high-efficiency fans being used in place of the previous belt driven fans.

A LED lighting upgrade was carried out in the Lloyd building and is at 90% completion.

New Buildings & Major Refurbishments

Printing House Square

This development meets the requirements of NZEB standard and is constructed to be a BREEAM Excellent standard which covers a wide variety of key sustainability criteria. The new development is a very visible commitment of the University to be an environmentally sustainable campus. This building will be highly insulated, has full LED lighting, a roof mounted PV solar panel array, a new 100 kW combined heat and power (CHP) plant plus several measures to minimise and reduce water consumption.

E3 Learning Foundry

Works are continuing on this dedicated teaching space for Engineering, Computer Science and Natural Sciences. This building is also 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 the first Trinity large scale building not requiring any fossil fuel for thermal heating or generating domestic hot water. 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.

Rubrics

The Rubrics, which was constructed between 1699 and 1702, is a unique building of architectural, historical, archaeological, cultural and social importance that has been afforded protected status under the Planning & Development Act 2000 (as amended) and recorded monument status under the National Monuments Act 1930. A low carbon Fabric Retrofit Strategy was developed for the Rubrics Building, with the intention of improving thermal efficiency as far as is reasonably practicable without jeopardising the material stability or historic character of the building.

The holistic retrofit coupled with Ground Source heat pump with the geothermal collectors, which are 150 metres deep under New Square, balances heritage conservation, fabric preservation, energy performance, embodied and operational carbon emissions and occupant wellbeing. Best practice guidance and the procedure recommended by I.S. EN 16883:2017 Conservation of Cultural Heritage – Guidelines for improving the energy performance of historic buildings has been followed to identify the most suitable upgrade options.

Benchmark Energy Audit

As a step toward understanding the significant energy use of buildings and their energy intensity, a Benchmark Energy Audit was carried out in January 2022 by a certified external auditor.

This audit provides a platform for future targeted detailed audits of specific buildings as well as the ability to report energy performance of specific buildings to externals such as the Higher Education Authority if this is requested.

Climate Action Plan

July 2022 saw the publication of the Government's Climate Action Plan, which assigns all public sector bodies the ambitious targets of a 51% absolute reduction in greenhouse gas emissions and a 50% energy efficiency improvement by 2030. The absolute carbon reduction means the energy use associated with any new buildings will need to be offset by reductions elsewhere. The decarbonisation of heat is the primary challenge. The scale of the challenge will be significant and resources are being increased to build on the progress we have made to date.

9. Philanthropy

The *Inspiring Generations* campaign, which reached its fundraising and volunteering targets in summer 2021, has given Trinity greater maturity and capacity in fundraising and has fostered a demonstrable commitment to philanthropy by the wider college community of staff, students, alumni and friends. Post-campaign, Trinity Development and Alumni's focus is on growing a sustainable, steady state of philanthropic income for the university.

There was €29.1m of new philanthropic funds committed in the year, meaning that over the past five years the University has raised €187m of philanthropic funds. Many of the priority initiatives launched by Inspiring Generations are ongoing and continue to actively fundraise, including the Trinity-St James's Cancer Institute (TSJCI), the Old Library and E3. Significant donations pledged to these projects during the academic year 2021-22 include €4.5m to TSJCI from the Irish Cancer Society and €1m to the Old Library Redevelopment Project from HSH Prince Albert II of Monaco and HSH Princess Charlene. In addition to these donations, a non-alumni friend of Trinity gifted €2.5m in support of Portal, Trinity's Innovation Hub at Trinity East.

New Generations: Scholarships and Professorships

The New Generations initiatives to bring talent to the University are also ongoing. A gift of €2.5m from an industry partner, CRH, a diversified buildings material company, has enabled the creation of the CRH Chair of Climate Science to strengthen the University's ongoing commitment to support and advance climate science research, teaching and learning.

Trinity Access partnered on two initiatives:

- Telecoms provider Three Ireland funded 25 Three Ireland Scholarships for Women in STEM over five years, aimed at attracting women from diverse backgrounds to study science and maths subjects at Trinity, as well as two Three Ireland Teacher Fellows to work with Trinity Access partner schools to enhance and support the teaching of maths and computing across the Junior and Senior Cycles.

- The Laidlaw Foundation, which already supports the Laidlaw Scholars Leadership and Research Programme in Trinity, provided 30 new scholarships for Laidlaw Trailblazers: Women in Leadership Programme, which aims to help women coming from backgrounds underrepresented at third level to access higher education and build dynamic careers.

Trinity Sanctuary Fund

Launched in June 2022 in response to the invasion of Ukraine and designed to support students and scholars fleeing war and persecution around the world, the Trinity Sanctuary Fund raised €92,000 by August and exceeded the target of €100,000 by the end of the year. The appeal was extended to College staff for the first time.

Regular Alumni Giving

Alumni contributed over €547,000 in 2021-22 in response to mail, phone and online appeals. The autumn and spring phone campaigns enjoyed a successful 'pledge rate' of 44% and 49% respectively, meaning that almost half of conversations with alumni resulted in gift pledges. The most popular funds with the alumni are "unrestricted", TAP, and Medical Research. The majority of donors in 2021-22 had supported Trinity previously, with 25% giving their largest gift to date to the College in the year reviewed.

Alumni and Supporter Relations

The Alumni Reunion made a return in August, the first in three years due to COVID-19, with over 300 alumni in attendance. The banquet in the University Dining Hall was sold out with groups celebrating 10, 20, 30, 40 and 50-year anniversaries, across several disciplines. In October 2022, the Alumni Awards were held to celebrate alumni achievements, their impact in their fields and their demonstration of Trinity's values. Both events were the first of their kind to be hosted by the new Provost. As we entered a post-pandemic world, TDA staff started to travel again, focusing on areas of strategic interest with large numbers of alumni.

The publication schedule of *Trinity Today* changed to become a seasonal edition, with a digital offering each quarter, while the Autumn edition remains as both print and digital. Data analytics show that readership times and number of readers are steadily increasing (on average 6.5% per publication), with the most popular issue being the Spring edition which had a focus on international alumni.

We successfully switched to hybrid models for events and resumed more in-person events. Our *Inspiring Ideas @ Trinity* webinar series continued with eight webinars throughout the academic year, featuring notable alumni such as Alan Joyce, CEO of Qantas (the content of this was shared in lectures in the Business School, and the webinar was featured on the RTE lunchtime and evening news).

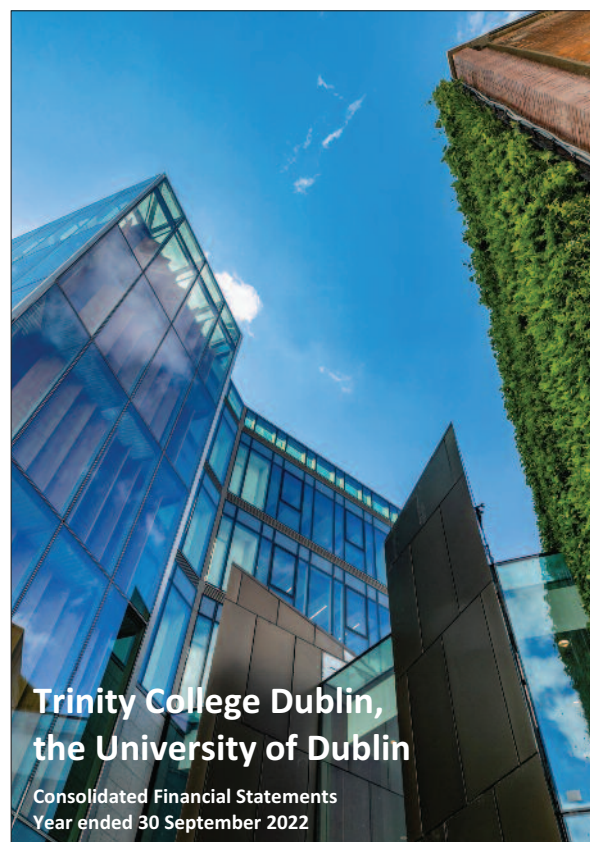
A series of virtual Town Halls were arranged so that Provost Linda Doyle could be introduced to our global chapters in US, Australia, Asia and Europe.



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

The financial statements for the year-ended 30 September 2022, as approved by Board on 29 March 2023, can be viewed at the link below:

https://www.tcd.ie/financial-services/external-assets/pdfs/Consol_Financial_Statements_2021_22.pdf



Appendix I

Attendance at Board Meetings 2021-22

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

Members:

Prof Khurshid Ahmad (13), Prof Sarah Alyn Stacey (12), Prof Louis Brennan (13), Prof Andrew Burke (9), Mr Kevin Byrne (11), Prof Neville Cox (Registrar) (12), Prof Eleanor Denny (Bursar/Director of Strategic Innovation) (12), Ms Jill Donoghue (10), Dr Linda Doyle (Provost) (13), Prof Daniel Faas (5), Ms Bev Genockey (12), Mr David Grouse (13), Prof Rose Anne Kenny (8), Ms Leah Keogh (11), Ms. Rachel Mathews-McKay (10), Prof Ross McManus (11), Prof Kathleen McTiernan (10), Ms Sierra Mueller-Owens (11), Prof Andrea Nolan (10), Prof Diarmuid R Phelan (7), Dr Lorna Roe (9), Ms Gisèle Scanlon (11), Prof Aidan Seery (7), Prof Fintan Sheerin (9), Prof Orla Sheils (Vice-Provost/Chief Academic Officer) (12), Prof David Shepherd (Senior Lecturer/Dean of Undergraduate Studies) (11), Prof John Walsh (11).

Appendix II

Board Expenses 2021-22

External Board members are entitled to Senior Common Room membership (fees of €279 per annum). No other fees or expenses were paid to members of the Board for Board duties during 2021-22.



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

