



Tuarascáil Bhliantúil - Rannóg na Seirbhísí Acadúla



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin



Welcome

Academic Services Division

Annual Report 2024-25

Welcome to the Academic Services Division (ASD) Annual Report

Led by the Vice-Provost/Chief Academic Officer, the Academic Services Division oversees the governance and management of all academic services in the university, namely, research, teaching and engagement. It supports the development of strategy and policy by the College Officers in these areas ensuring a close alignment between the academic mission and administrative structures.

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Professor Orla Sheils

Vice-Provost
Chief Academic Officer



Fedelma McNamara

Executive Director
Academic Services
Division

Summary

The Academic Services Division underpins Trinity College Dublin's mission to enable all learners to thrive through a transformative education that extends across a lifetime. In alignment with the University's Strategic Plan 2025–2030: [Thrive](#) built on the pillars of **Purpose, People and Place** - the Division is committed to cultivating an ethos of service, partnership and continuous learning that supports the evolving needs of students, staff, and society.

Purpose - Empowering Lifelong Learning

We will reimagine academic services to support a continuum of learning that spans undergraduate study, postgraduate education, professional development and re-skilling throughout life.

People - Embedding an Ethos of Service

At the heart of Academic Services is a people-first ethos. We see service not as administration, but as active facilitation of academic excellence and learner success.

Place - Building Systems that Enable Learning at Every Stage

We will design and maintain an integrated service environment - digital, physical and procedural - that supports the University's vision for lifelong learning.

Looking Ahead

By 2030, the Academic Services Division will have embedded lifelong learning as a defining feature of the Trinity experience - supported by systems, people and practices that exemplify an ethos of service. We will be recognised for enabling learning without barriers, nurturing community through care, and sustaining the academic heartbeat of a university where everyone has the opportunity to **learn, contribute and thrive**.

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Vision and Mission

The Academic Services Division at Trinity College Dublin supports the university’s mission of excellence in education, research, and service by providing responsive, student-centred and academically rigorous support across the learner journey. Guided by the vision of the *Thrive 2025–2030 strategy*, the Division fosters a culture of lifelong learning, inclusion, and continuous improvement—enabling students, staff, and partners to succeed in an evolving global education landscape. Its mission is to deliver integrated, high-quality academic and administrative services that enhance the student experience and sustain Trinity’s reputation for academic distinction.

Values

The values of the Academic Services Division at Trinity College Dublin reflect and reinforce the principles of the *Thrive 2025–2030 strategy*. Rooted in service, integrity, and excellence, the Division champions **collaboration, inclusion, and innovation** in all its activities.

It values **student-centredness**, ensuring that policies and services enhance learning, wellbeing, and success. It upholds **excellence and accountability**, maintaining the highest academic and professional standards.

A commitment to **lifelong learning and continuous improvement** drives development and adaptability in a changing higher education environment. Finally, the Division embodies **community and sustainability**, fostering a culture of respect, partnership, and shared purpose—ensuring that Trinity continues to *thrive* as a leading, compassionate, and forward-looking university.

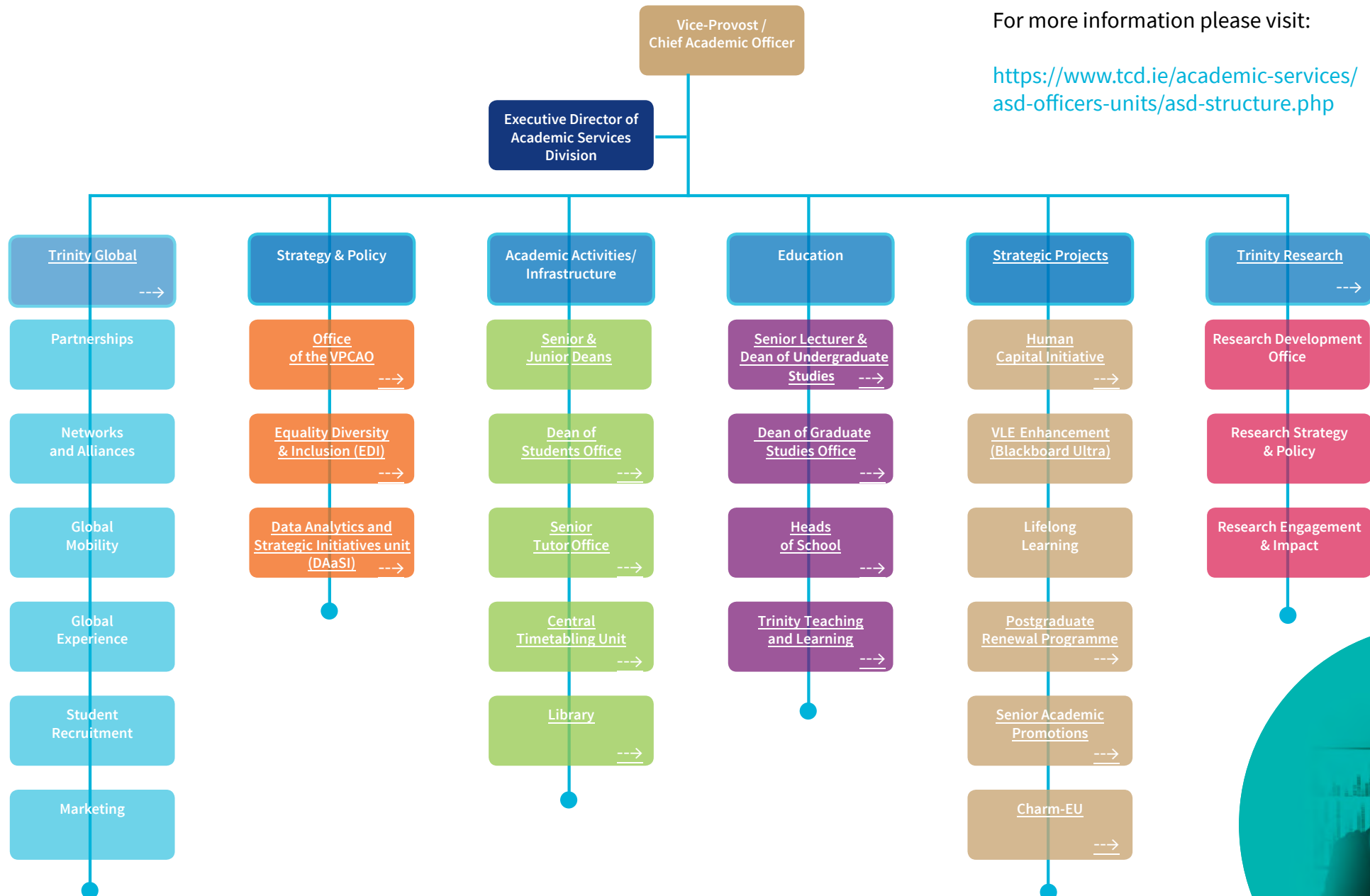
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Professor Orla Sheils, Vice-Provost/Chief Academic Officer

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For more information please visit:

<https://www.tcd.ie/academic-services/asd-officers-units/asd-structure.php>



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Professor Orla Sheils, Vice-Provost/Chief Academic Officer

Achievements 2024/25

Senior Academic Promotions Review



The Senior Academic Promotions (SAP) Review has been tasked with performing a review of Trinity's process for academic promotion.



Phase 2 commenced in late summer 2024 and is ongoing. The objective of this phase is to review the criteria and the procedure for the SAP process and consult with Schools.



In tandem, the Process and Procedures Group continued to review each of the elements of the promotions process. A draft report from this group was completed in July 2025.



Over the summer months the Vice-Provost / Chief Academic Officer (VPCAO) worked with Prof. Keith Gull, retired Principal from Sir Patrick Dun College, Oxford University, to distil the rich feedback gathered from Schools, the Process and Procedure Group and other Working Groups.



A Problem Statement and Proposition has been prepared by the VPCAO and is being progressed through the committee approvals process.



System Performance Framework Agreement 2024-2028

Coordinated the 2024-2028 Performance Agreement between the Higher Education Authority (HEA) and Trinity which was published in November 2024.



Coordinated the "DigiAcademy" case study, a nationwide initiative which was recently awarded €1million in Performance Funding 2025 from the Higher Education Authority.
<https://hea.ie/2025/10/16/performance-funding-2025/>



Coordinated the annual cycle of reporting measured against the Agreement and Strategy and Performance Dialogue. It will be used by the HEA to measure and assess the strategic performance of College. Year 1 Report was submitted September 2025.

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Professor Orla Sheils, Vice-Provost/Chief Academic Officer

Strategic Plan 2025-30 Consultation & Working Groups

1. Completed consultation phase with 400+ staff, 90+ student survey responses, 3 briefing sessions, 37 internal and 6 external consultations meetings.
2. Coordinated a Board nominated working group (and organised a Board Away Day), internal working group and dedicated design/communication sessions.
3. Gathered from alumni, statutory bodies, and external stakeholders to ensure relevance and align the Strategic Plan with national priorities.



Planning Group

<https://www.tcd.ie/academic-services/vpcao/strategic-planning/>

Chaired by the Vice-Provost/Chief Academic Officer, [Planning Group](#) reports directly to the Executive Officer Group. It oversees implementation of the College's Strategic Plan, including financial and HR planning.



In September 2024 Planning Group considered nine Exceptional Funding Requests from across College including; implementation of College's Race Equality Action Plan 2023-27, implementation of Trinity Sustainability Strategy and additional budget to cover Postgraduate Student Awards. In total, €11,415,204 in funding was allocated.



The FY25 University Budget was agreed in October 2024, for onward consideration by the Executive Officers Group, Finance Committee and Board.



In October 2024 the Final Update on the College Strategic Plan 2020-2025 was noted and sent forward to Board.



During AY24-25 the VPCAO updated on progress in relation to development of the new College Strategy 2025-30, which was subsequently approved by Board in June 2025.



In June 2025, the FY26 budget timelines, Top-Slices and Budget, Planning and Allocation (BPA) next steps were considered, with a view to progressing the FY26 Consolidated University Budget through the relevant committees during September 2025.



In February 2025 Planning Group approved the development and introduction of a College-wide Process for Derogation Requests on Research Projects. This will streamline processes for applicants and allow for College-wide oversight of derogations in place.



In April 2025 a competitive call was launched for applications to the Strategic Initiatives Fund. Seventeen applications were received and in May 2025 a total of €1,000,000 funding was approved in support of 4 initiatives, including funding towards Student Commuter Spaces, Goldsmith Lecture Theatre Refurbishment and digital infrastructure for the Research Hub for Learning Innovation (ReLI).

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Professor Orla Sheils, Vice-Provost/Chief Academic Officer

Events and Initiatives 2024/25



On 27 November the Provost and Vice-Provost and colleagues met with Alan Wall (CEO, HEA) and colleagues to sign the 2024-28 Institutional System Performance Framework Agreement.



President of Vietnam, Mr Tô Lâm, Vice-Provost, Prof Orla Sheils, and Mr Patrick O'Donovan, then Minister for Further and Higher Education, Research, Innovation and Science.



President of Vietnam Visit

02 October, the Vice-Provost/Chief Academic Officer welcomed the President of Vietnam, His Excellency Mr Tô Lâm.

Mr Lâm was greeted at the Old Library of Trinity by the Vice-Provost and Mr Patrick O'Donovan, then Minister for Further and Higher Education, Research, Innovation and Science, ahead of his keynote speech on 'A Vision for a New Era of Viet Nam – Ireland Partnership for Peace, Cooperation and International Development' in the Public Theatre.

https://www.tcd.ie/news_events/articles/2024/trinity-college-dublin-welcomes-the-president-of-vietnam--/



ASD Lean Programme and Projects

Eighteen ASD colleagues achieved Yellow Belt certification in January 2025, gaining skills to lead process improvement initiatives. Key projects included:

- Streamlining the SharePoint filing system
- Improving Strategic Plan reporting efficiency
- Simplifying the exceptional budget process
- Reviewing the Open Module process
- Enhancing cohesion between Operational Workforce Plan and Budget Forecasting workflows
- Refining HCI progress report data collection

These initiatives advance smarter, simpler processes benefiting ASD and the wider College community.

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Professor Orla Sheils, Vice-Provost/Chief Academic Officer

Staff Engagement



Delivered bi-annual ASD engagement events covering updates on the System Performance Framework, the new structure of Trinity Research, and the work of the Data Analytics and Strategic Unit (DAaSI). A forward-looking presentation by the SL/Dean of Undergraduate Studies on AI's transformative potential for ASD operations.

Introduced a new informal ASD Connect and Lunch, providing professional staff with regular opportunities for networking and knowledge-sharing.

Bi-annual ASD Staff Engagement event, The Regent House, May 2025.



ASD Connect and Lunch event.



ASD Yellow Belt Lean Programme Graduation, January 2025.

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Ms. Geraldine Anderson, Head of Data Analytics and Strategic Initiatives

Data Analytics and Strategic Initiatives (DAaSI)



Geraldine Anderson
Head of Data Analytics and
Strategic Initiatives



Trish Cusack-Parish
Data Analyst

Achievements 2024/25



Established and chaired the new Access Data Committee to consolidate data and report on access, disability, and ED&I across the College.



Advanced 'Data Culture' initiatives through the #FridayFacts series, fostering engagement with data across the College and supporting colleagues with analytical requests.



Provided data support for the HEA System Performance Framework, including indicator analysis, target setting, and benchmarking, as well as detailed reviews of frameworks from other Irish universities.



Continued development and management of multiple workstreams, including FTSE analysis, ASD risk registers, and contributions to College committees.



Delivered analytical insights from consultations on the Strategic Plan: Thrive, identifying key themes and drivers to inform its development.

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Ms. Geraldine Anderson, Head of Data Analytics and Strategic Initiatives

Data Analytics and Strategic Initiatives (DAaSI)

22,686



Students
Registered at
Trinity

4,353



People work in
Trinity College Dublin

Trinity Ranks

75 2026 QS WORLD
UNIVERSITY RANKING



126

Students from 126
countries were
represented in
2024-25



#FridayFacts

Plans for 2025/26



To develop metrics and measurement tools for the new Strategic Plan, contributing to the Strategic Plan Management Group (SPMG). To produce clear and accessible progress reports for senior management.



To prepare a paper on leveraging AI for data collection and management.



To develop a data governance structure to position data as a strategic asset and ensure the delivery of trusted information for decision-making.



To expand the remit of the Access Plan Group to deliver comprehensive, centralised dashboards providing access, disability, and ED&I data to practitioners across the College.



To lead the design and implementation of a new College-wide data governance structure, establishing clear data rules and priorities.

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Ms. Arleen Folan, Human Capital Initiative Project Manager

Human Capital Initiative (HCI)



HCI Celebratory Event, 30 May 2025
ASD celebrated the conclusion of Trinity's €18.7m Human Capital Initiative (HEA-funded), showcasing its impact: 89 new courses, 14,000 learners, and 450 enterprise partnerships since 2020, while shaping the University's lifelong learning and industry collaboration strategy.

Achievements 2024/25



Developed a suite of new enterprise-enhanced courses (Undergraduate, Postgraduate, Micro-Credentials, Continuing Professional Development, and Masterclasses) focused on skills for diverse learners.



Introduced innovative learning solutions by trialing new approaches to curriculum design, delivery, and assessment.



Promoted flexible learning through expanded online and blended learning across the University.



Fostered cross-disciplinary and cross-boundary collaboration, enabling effective knowledge-sharing through Cluster working groups.



Integrated industry-relevant skills into curriculum design through targeted modules.

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Office of Vice-Provost/Chief Academic Officer

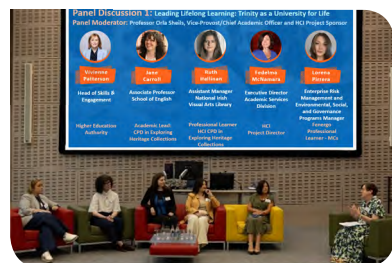
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Ms. Arleen Folan, Human Capital Initiative Project Manager

Human Capital Initiative (HCI)



HCI Poster Showcase.



HCI Celebratory Event - Shaping the future to benefit the workforce, society, and the economy, 30 May 2025.



HCI Celebratory event, 30 May 2025.

Plans for 2025/26



To launch the MC System project to develop a flexible, scalable, learner-centred IT system supporting lifelong learning (Strategic Plan Ref. 2: Designing for the future of teaching and learning).



To finalise budgets for all work packages, ensuring closure in Oracle and transfer of remaining balances to schools.



To prepare the final HCI report (Dec 2025) incorporating contributions from all 24 work packages.



To establish a governance structure for MC approvals post-HCI.



To liaise with FSD to prepare for the final HCI audit (2026).

HCI Celebratory Event,
30 May 2025.



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Ms. Fedelma McNamara, Executive Director, Academic Services Division

Human Resources & Finance



Lucy James
HR Partner



Eoin Harty
Associate HR
Partner



Eamon O’Gorman
Finance Partner



Karen Waters
Finance Partner
Operations

Achievements 2024/25



Implemented a Lean project integrating Operational Workforce Planning and Budget Forecasting workflows, enhancing alignment between HR and Finance and improving budget accuracy.



Assumed management of the Postgraduate Stipends cost centre in FY25.



Supported the establishment of the new Trinity Innovation & Enterprise division (formerly included in ASD).



Embedded the Flexible Working Initiative beyond the pilot phase for Office of the VPCAO, reinforcing an inclusive and supportive workplace while maintaining service excellence.



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Ms. Fedelma McNamara, Executive Director, Academic Services Division

Human Resources & Finance

Plans for 2025/26



To enhance use of the Planning and Budgeting Cloud Services (PBCS) Smartview system for standard and ad hoc financial reporting in collaboration with Financial Information System (FIS).



To support managers in embedding the University's Strategic Plan Staff Commitment through initiatives that strengthen leadership capability, staff engagement, and the adoption of new behavioural values.



To transfer financial management of Erasmus Grants to ASD in FY26.



To review and streamline HR processes within ASD in collaboration with Central HR to improve communication, templates, and guidance.



To improve the BPA process with IT Services and the DAaSI unit, building on FY25 learnings.



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Dr. Jake Byrne and Ms. Doris Alexander, CHARM-EU Directors

CHARM-EU



Members of the TCD and partner university teams representing CHARM-EU at the “Towards a Stronger Europe: Franco-German-Irish Perspectives on the Future of European University Alliances” Conference held in Dublin on 27th May 2025.



Achievements 2024/25



High-level engagement was maintained with the Irish Embassy during the CHARM-EU Annual Conference in Budapest (November 2024) and through co-hosting the Conference on European University Alliances with the French and German Embassies in Dublin (June 2025).



CHARM-EU advanced its Governance and Organisational Structure, established additional Joint Virtual Thematic Offices, and finalised the Alliance Strategic Plan.



CHARM-EU’s educational impact continued to expand through Erasmus Mundus applications, development of a micro-credential strategy, the Transnational Online Learning Catalogue, new Doctoral Programmes, and the application of innovative challenge-based pedagogies.



In addition to the established CHARM-EU Master’s mobilities, enhanced exchanges were introduced for Trinity staff and students with the Universities of Bergen, Utrecht, and Montpellier, alongside inbound mobility from ELTE Budapest. Trinity representatives also participated in key CHARM-EU events, including the Innovation Summit (Sandyford), the CHARM-EU Open Science Training, and the 2025 Doctoral Researcher Summer School.



The Master’s in Global Challenges for Sustainability was reaccredited to incorporate internships and new partners, bringing CHARM-EU membership to nine full universities. Trinity hosted XHIBIT in May 2025, a student event combining academic learning with applied problem-solving and collaboration with external stakeholders.

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Dr. Jake Byrne and Ms. Doris Alexander, CHARM-EU Directors

CHARM-EU

Plans for 2025/26



To establish a permanent Hybrid Classroom — a flexible, future ready space for teaching and events, developed in line with CHARM-EU best practices.



To further develop and strengthen the CHARM-EU network, delivering measurable benefits across the College community, enhancing research collaboration, and progressing the Alliance's research and innovation agenda.



To organise and host Alliance-based events that align with Ireland's Presidency of the EU (June–December 2026).



To support Trinity's AI strategy by sharing best practices and expertise from CHARM-EU partners and the wider international network.



To expand distinctive postgraduate offerings and support lifelong learning initiatives, including the creation of a joint doctoral programme, inter- and transdisciplinary training for Trinity Research Doctorate Awards (TRDA) PhDs at TCD, and international collaboration on educational programmes through the CHARM-EU call.



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Ms. Mary McMahon, Head of Central Timetabling Unit

Central Timetabling Unit (CTU)

Achievements 2024/25



Revised all CMIS training materials and delivered ten training sessions, including module group training, to enhance timetable, event, and room booking accuracy.



Developed a new CTU SharePoint site to centralise lecture timetabling resources for the university community.



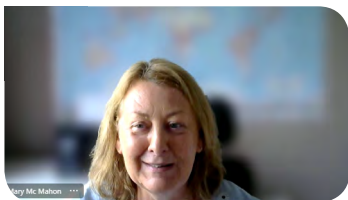
Removed inactive module, room, and lecturer data to improve data quality, accessibility, and system performance.



Supported the review of the academic year structure, prepared options for consideration by the working group, and issued revised calendars for the next three academic years.

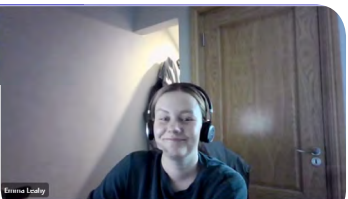


Converted timetable and room booking data to support space utilisation reporting to the HEA.



CTU Team
Screenshot

Top left:
Mary McMahon,
(right) Claire
Battle and
Emma Leahy
(bottom)



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Ms. Mary McMahon, Head of Central Timetabling Unit

Central Timetabling Unit (CTU)

Plans for 2025/26



To collaborate with Schools, teaching units, non-teaching areas, and Space Planning to clarify current room usage and bookings, supporting a transition toward more sustainable space utilisation (Ref. Strategic Plan 2025–2030, 5.3 A Changed Culture of Space Usage).



To assess current timetabling compliance and practices against sector best practice, and develop recommendations for internal consideration.



To review and update the University Timetabling Policy in consultation with all relevant stakeholders.



To progress research, discussion, and planning on potential replacement options for the current timetabling system (Ref. Strategic Plan 2025–2030, 6.2 Transformed and Digitally Empowered Services).

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Trinity Teaching and Learning (TT&L)

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Professor Vincent Wade, Senior Lecturer & Dean of Undergraduate Studies

Ms. Patricia Maguire, Academic Secretary

Trinity Teaching & Learning (TTL)

Office of the Senior Lecturer & Dean of Undergraduate Studies (SL/DUS)



Teaching and Learning Symposium, 28 May 2025.



Bridge to College Showcase, January 2025.

Achievements 2024/25



Launched the Research Hub for Learning Innovation (ReLI) (Phase 1: May 2025-2027), following Council approval. Initiated an Expression of Interest scheme for experimental learning innovation providing competitive funding to address critical educational challenges and generate evidence-based teaching, learning, and assessment solutions.



Implemented new guidelines for GenAI use, updated Academic Integrity processes, and revised policies to enhance inclusion, including Return of Coursework, Assessment and Academic Progression, and Extension policies. Restructured the Academic Year to address assessment congestion and improve flexibility for Junior Fresh student arrivals.



Engaged 4000+ participants in Centre for Academic Practice events, including training in successful teaching using GenAI, mainstreaming of Education for Sustainable Development (ESD), and mainstreaming Universal Design Learning (UDL)/inclusive teaching practices. Migrated 3400+ modules and in excess of 1,100 academic/teaching staff from Blackboard to Blackboard Ultra.



Supported 1,200+ students through career appointments. Admitted 416 students through Trinity Access Programmes (TAP) via TAP routes.



Facilitated seven Quality reviews through the Quality Office.

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Trinity Teaching and Learning (TT&L)

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Professor Vincent Wade, Senior Lecturer & Dean of Undergraduate Studies

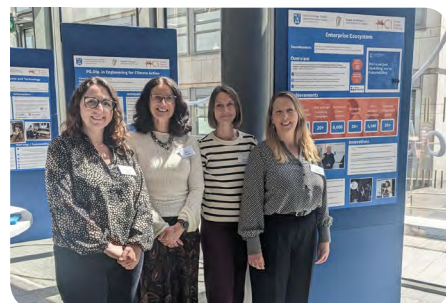
Ms. Patricia Maguire, Academic Secretary

Trinity Teaching & Learning (TTL)

Office of the Senior Lecturer & Dean of Undergraduate Studies (SL/DUS)



Careers Fair 2025.



Enterprise poster with team at the HCI Celebratory event, 30 May 2025.

Plans for 2025/26



To fund four ReLI phase 1 feasibility projects, in partnership with Centre for Academic Practice demonstrating scalable outcomes. Further generate GenAI to enhance teaching and learning piloting applications via Hub projects (Strategic Plan, Commitment 2.2).



To expand and embed ESD and Inclusivity as core principles in module and programme design and teaching practices (Strategic Plan, Commitment 2).



To transition the Recognition of Prior Learning procedures, guidelines and resources into business-as-usual policy and support for prospective undergraduate and postgraduate students (Strategic Commitment 2.1 Life Long Learning).



To consult on and update Trinity's Quality Policy statement to refresh institutional commitment to quality enhancement and assurance within the Strategic Plan 2025-2030 framework.



To build on the success of our TAP programmes and other wider initiatives to reach beyond "traditional" student cohorts (Strategic Plan Commitment 2.5 Extended Access).

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Undergraduate Curriculum Architecture Office (UCAO)



Undergraduate
Common
Architecture Office.

Professor Mark Sweetnam, Dean of Undergraduate Common Architecture
and Professor Andrew Jackson, Dean of Undergraduate Science Education

Achievements 2024/25



Provided support to Undergraduate Common Architecture Governance (UCAGC), Columbia Dual Degree governance structures and leadership on matters relating to Trinity Joint Honours, (TJH), Columbia Dual Degree, New Minor Subjects, and Open Modules. Provided programme support to 2,740 students across Trinity Joint Honours and Trinity-Columbia Dual Degree programmes and New Minor Subject offerings. Facilitated outbound mobility for 273 students, approx. 49% of the Junior Sophister Cohort for Trinity Joint Honours, and performing progression for 2,412 TJH and NMS students.



Engaged in a staff Erasmus Exchange to Sciences Po in Paris to support reflection and benchmarking for the Columbia dual degree programme ahead of its quality review in 2025/26.



Surveyed all students and graduates of the Dual BA programme (response rate of approximately 29%). Surveyed all TJH students on Pathway Selection Guidance and Information (response rate of 33% of students). Commenced a programme of communication enhancement (1-page information sheets on the UCAO provided to College tutors and mobility co-ordinators).



Co-ordinated major curricular change to the Columbia Dual B.A. Programme, including an amended degree calculation and removal of additional credits at Trinity.



Supported the review of 483 Columbia Dual BA and 348 Mature Applications for 2025/26 Admission cycle.

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Trinity Teaching and Learning (TT&L)

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Undergraduate Curriculum Architecture Office (UCAO)



To enhance student engagement and hosting events with S2S mentors and class representatives; expand peer-to-peer advice beyond mobility exchanges to include pathways guidance; increase pathways information sessions and provide additional materials; and expand kiosks around key activities for orientation, outbound mobility and pathway selection. Expand 1-page information sheets to other academic and professional colleagues to support colleagues in directing students to UCAO.

Professor Mark Sweetnam, Dean of Undergraduate Common Architecture and Professor Andrew Jackson, Dean of Undergraduate Science Education

Plans for 2025/26



To undertake quality review of the Columbia Dual Degree programme in March 2026.



To apply Lean Six Sigma Yellow Belt Training to Open Modules and Outbound Mobility Processes to identify areas for streamlining and enhancement.



To continue participation in the HEA Policy Forum on Student Progression, examining and identifying scalable activities that may improve progression and retention rates within Common Architecture.

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Professor Martine Smith, Dean of Graduate Studies

Dean of Graduate Studies (DGS)



Winners of the Excellence in Supervision of Research Students Awards', September 3rd 2025, the Provost's house.

Excellence in Supervision of Research Students Awards



Postgraduate Teaching Awards, 24th June 2025.

Achievements 2024/25



Enhanced supports for doctoral supervision by (i) piloting workshops for all new academic staff and (ii) recognising excellence through awards scheme.



Co-Led on IUA Guidelines on Viva Voce Examinations: Guidance for Examiners and Supports for Candidates.



Promoted Excellence in Teaching through Graduate Teaching Assistant Awards Scheme.



Supported 85 PGR students to travel for their research through teaching assistant awards scheme.

Plans for 2025/26



Establish Graduate Education Hub and Doctoral Academy.



Commence implementation of Council-approved Triple I framework.



Develop framework to support intersectoral doctoral programmes.



Roll out supervision enhancement and interdisciplinary training.

26 ASD Key Achievements 2024/25

Trinity Teaching and Learning (TT&L)

- > Executive Summary
- > Vision, Mission and Values
- > ASD Functional Structure
- > ASD Achievements and Plans

Professor Martine Smith, Dean of Graduate Studies

Postgraduate Renewal Programme



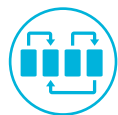
Postgraduate Renewal Team at the Postgraduate Renewal Showcase event on April 15th 2025.
[Showcase 2025 - Graduate Studies Trinity College Dublin](#)



Achievements 2024/25



Developed a framework defining supervision roles within Postgraduate Taught Programmes.



Enhanced the postgraduate application form to improve user experience and capture key data.



Created a Blueprint for Multidimensional Skills Development for Trinity PG students, integrating existing offerings with the new Triple I Framework.



Developed a Conflict Management Framework for PGR supervision to strengthen support in managing supervision-related conflicts.



Mapped the PGR student journey to improve understanding of the postgraduate experience at Trinity.

Plans for 2025/26



PG Research Progression: Implement an enhanced, automated process to save time and improve the stakeholder experience.



Stipend Payments: Optimise the setup, payment, and pausing of stipends to ensure efficiency, accuracy, and strong governance.



Thesis Examination: Develop an enhanced, automated process to improve efficiency and the experience for all stakeholders.

27 ASD Key Achievements 2024/25

Office of the Dean of Research

- > Executive Summary
- > Vision, Mission and Values
- > ASD Functional Structure
- > ASD Achievements and Plans

Professor Sinéad Ryan, Dean of Research

Achievements 2024/25



Launched consultation for updating the Living Excellence Research Strategy, holding 19 meetings with Schools and TRIs focused on research competitiveness, culture, engagement & impact, and internationalisation.



Formed the University's Open Scholarship Group as a sub-committee of Research Committee, structured around five pillars: Open Access, FAIR data, Recognition and Rewards, Training and Skills, and Public Engagement.



Established the Post-Doctoral Academy, defining terms of reference, appointing co-chairs, convening a 16-member steering group, and hosting a Welcome Day for new and current postdocs (Sept 2024).



Assisted over 530 Trinity researchers in submitting more than 1,000 funding applications.



Supported Trinity-led proposals to the Research Ireland Centres programme in collaboration with Trinity Innovation and Enterprise colleagues.



Team Members of the
Trinity Research Office.

28 ASD Key Achievements 2024/25

Office of the Dean of Research

- > Executive Summary
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Events and Initiatives 2024/25

- **Responsible Research Assessment Session (Jan 2025):** Organised an information session for colleagues involved in Senior Academic Promotions, presented by Prof. Stephen Curry, focusing on research assessment reform.
- **Internal 'Boost' Funding Call:** Delivered two streams—Stream 1 (€2,61m HEA Higher Education and Research Equipment Grant) and Stream 2 (€500k for general research initiatives). Of 296 applications, 62 were funded in Stream 1 and 52 in Stream 2. Trinity Research coordinated the call, review process, applicant liaison, and reporting.

- **European Researcher's Night 2024:** Engaged c.4,000 members of the public through START events, with participation from over 200 researchers.
- **Research Funding for Early-Career Researchers (Oct 2024):** Nearly Approximately 200 participants attended sessions on funding schemes, followed by a panel discussion and interactive workshop on career development, CV building, and funding planning.

Professor Sinéad Ryan, Dean of Research

Plans for 2025/26



To complete the update of the Living Research Excellence strategy (Strategic Plan -Intensifying research: making time for research; telling our story).



To develop a research culture action plan (Strategic Plan -Intensifying research: transformation through talent).



To develop an evidence-for-policy strategy to strengthen research impact and visibility. (Strategic Plan -Intensifying research: telling our story).



To establish a Research Competitiveness group (Strategic Plan -Intensify research: transformation through talent).

29 ASD Key Achievements 2024/25

Office of the Dean of Students (DOS)

- > Executive Summary
- > Vision, Mission and Values
- > ASD Functional Structure
- > ASD Achievements and Plans

Professor Richard Porter, Dean of Students

Achievements 2024/25



Celebrating 150 Years of the IRFU
Friday, 31st January 2025.



Co-led and sponsored efforts to put forward a plan to repurpose the ground and first floors of the Naughten Institute as a new Student Centre, with the intent for project completion in early 2027.



Co-led the development of a detailed discovery report on the status of Sport within College, contributing to the placement of sport and the health trinity programmes within the scope of the 2025-2030 Strategic Plan.



Dean of Students participating in
“Trinity on the move” 14 March 2025.



Led efforts to revise and update Mental Health Support documentation including the College Mental Health Policy and the creation a new Postvention Addendum to the 2024 Death Response Plan.



Co-led the creation of a series of digital orientation guides designed to assist undergraduate and postgraduate students entering College for the first time.

30 ASD Key Achievements 2024/25

Office of the Dean of Students (DOS)

- > Executive Summary
- > Vision, Mission and Values
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- > ASD Achievements and Plans

Professor Richard Porter, Dean of Students

Events and Initiatives 2024/25

- As part of efforts to increase awareness of sport in College, co-led with Sport a commemorative event with Sport celebrating the 150th Anniversary of the founding of the IRFU (Irish Rugby Football Union), and Trinity's role in that founding.
- Assisted in the organisation of a collaborative social event between Trinity Research Postgraduate students with postgraduate students of the Royal Irish Academy of Music.
- Interviewed Professor Moira O'Brien on her life and experience at the Trinity Olympians Exhibition.
- Sponsored and hosted the annual College Three Minute Thesis competition, the winner of which this year went on to win the 2025 Coimbra Alliance Three Minute Thesis Competition.

Plans for 2025/26



To co-Lead the implementation of commitment three of the Strategic Plan "Enhancing student belonging and connection in an engaged and healthy university".



To complete the creation of a rolling Student Partnership Agreement designed to be renewed at the start of each academic College year.



To initiate the creation of a new Student Bravery Award as part of the Civic Engagement Awards to highlight the achievements of students who go above and beyond to aid their fellows.



To lead the Student Spaces Advisory Group in renewing and revitalising existing student spaces.



3-minute Thesis (3MT) Winner.



Royal Irish Academy of Music (RIAM) Mixer 4.



Getting Started at Trinity College Dublin - Essential Information for New Students...

3K views • 2 months ago

Orientation Overview Video on YouTube.

31 ASD Key Achievements 2024/25

Office of the Senior Tutor (STO)

- > Executive Summary
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- > ASD Achievements and Plans

Achievements 2024/25



45 new tutors recruited, bringing the total number to 289 tutors in 24/25. All tutees were in chambers by 1 November 2024.



10,531 interactions across Undergraduate Support mailboxes.



15,505 interactions across the Postgraduate Advisory Service and 6,106 Newsletter interactions.



STO directly processed over 200 cases to the Student Cases Team.



Close to €600k disbursed in financial assistance and bursaries to over 300 students.



An Audit of the Senior Tutor Office financial assistance system provided “substantial assurance”.



Developed a new policy on Extensions to coursework.



An A5 postcard designed by STO and presented to the Tutors at the Provost's reception in June. The postcard lists the names of all tutors.

Dr. Stephen Smith, Senior Tutor

Events and Initiatives 2024/25

- Organised the Annual Memorial to remember students who passed away in the previous three years.
- Four members of the team attended the Student Affairs Ireland (SAI) Biannual Conference - Collaborate 2025 in Cork, June 2025. The Senior Tutor attended the Association of Managers of Student Services in Higher Education Conference in Birmingham.
- In-person tutor training held in Sept 2024 and June 2025.
- Development of a Blackboard Ultra training suite for tutors.
- All Administrative Officers participated in the “Coaching Skills” training, to hone their skills in assisting students.
- The Student Parent Group was revived.
- Surviving your Postgraduate Experience (SYPE) 8-week programme) was co-delivered with Student Counselling (support group) between Oct-Dec 2024 and Feb-April 2025.

32 ASD Key Achievements 2024/25

Office of the Senior Tutor (STO)

- > Executive Summary
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Dr. Stephen Smith, Senior Tutor

Plans for 2025/26



To further refine the Financial Assistance system. Leverage Power BI Queries to speed up processes.



To continue development of the groups Surviving Your Postgraduate Experience (SYPE), the Parent group, and the first-year academic skills group with the Dean of Students.



To provide Feedback to Academic Registry to continuously develop HALO for Student Cases.



To implement the HALO enquiry system at the STO.



To overhaul of the Tutor Support Fund.



To switch the office website over to Terminal4 Content Management System.



To use AI to develop bots for answering common Tutor and Tutee queries.



‘Trinity on the Move’ with the ‘Tutors on the Run’ team, this initiative raised over €10,000 for the College Hardship Funds.

33 ASD Key Achievements 2024/25

Office of the Associate Vice-Provost Equality, Diversity and Inclusion (EDI)

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[Professor Lorraine Leeson, Associate Vice-Provost for Equality, Diversity & Inclusion](#)

Achievements 2024/25

Launched Trinity's first Race Equality Action Plan in March 2025. Developed over four years by the Race and Ethnic Equality Working Group, chaired by Dr Phil Mullen and Professor Lorraine Leeson, the Plan sets out 34 actions aligned with the HEA Anti-Racism Principles for Irish HEIs. A Race Equality Officer was appointed in summer 2025 to lead implementation.

Athena Swan Progress 2024/25:

- Hosted the national Athena Swan Award Ceremony in November 2024.
- Bronze renewals: Schools of Genetics & Microbiology, Law, and Social Work & Social Policy.
- Silver awards: Schools of Psychology and Physics.
- Trinity Global became the first professional unit in Ireland to achieve an Athena Swan award.
- First-time Bronze awards: Schools of Nursing & Midwifery, Dental Science, Education, and Languages, Literatures & Cultural Studies.
- Bronze renewal: Trinity Business School.



Published Trinity's Public Sector Duty Statement in February 2025 under the Irish Human Rights and Equality Act 2014, outlining the University's commitment to promoting equality and human rights across all activities.



Secured a competitive HEA EDI Enhancement Grant as lead applicant, in partnership with RCSI, TU Dublin, and the University of Galway, for the project HEIs as Places for People: Inclusive Infrastructures to Support Intersectionality. The project explores Universal Design in university architecture and heritage spaces to advance accessibility and Public Sector Duty compliance. The project launched in July 2025 at RCSI with over 40 participants.

Events and Initiatives 2024/25

- Hosted the National Athena Swan Awards Ceremony on 19 November 2024 in the Paccar Theatre, opened by the Provost, welcoming over 100 attendees from Irish HEIs. Trinity received six awards at the event.
- Published Gender Equality and Inclusion Within Higher Education in Ireland (Palgrave Studies in Gender and Education), co-edited by Professor Lorraine Leeson (Trinity) and colleagues from partner institutions. The HEA-funded volume brings together practitioners, academics, and policymakers to reflect on gender equality and inclusion across the sector, featuring contributions from Trinity staff.

Launch of Trinity
Race Equality
Action Plan
(5 March 2025).



34 ASD Key Achievements 2024/25

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Office of the Associate Vice-Provost Equality, Diversity and Inclusion (EDI)

Professor Lorraine Leeson, Associate Vice-Provost for Equality, Diversity & Inclusion

Plans for 2025/26

Events and Initiatives 2024/25

- Presented at the 8th International Conference on Gender Research in Porto on Embedding Inclusive Gender Equality in an Academic Institution Over Time: A Case Study, showcasing Trinity's decadelong Athena Swan journey.
- Supported Trinity's volunteer-led LGBT+ Staff Network in its tenth year. The Network co-led the Pride at Trinity celebrations, including the Provost's Garden event, the Pride in Research symposium, and a series of community events. It also launched an all-island collective of LGBT+ Staff Networks in higher education and represents Trinity in public service LGBT+ forums.



ULEAD4ALL Inclusive Leadership Programme 2025.



Oversight Working Group: To ensure the sustainability of EDI Office staffing, including provision of Irish Sign Language–English interpreters.



Athena Swan: To publish a mid-cycle progress report on the institutional Action Plan and continue to support school-level award applications and revisions.



Childcare Provision: To explore innovative approaches to increase childcare availability, addressing a key challenge for staff and students in Dublin, in line with Athena Swan priorities.



HEIs as Places for People Project:

To participate in mutual learning exchanges—hosted by TU Dublin (Nov 2025) and University of Galway (Q1 2026) - culminating in a Trinity-hosted project-final symposium and the launch of a sector-wide toolkit in May 2026.



Race Equality Action Plan (REAP)

Implementation: To roll out leadership training, develop an image bank, and establish a REAP Implementation.



Athena Swan National Award Ceremony November 2024.

35 ASD Key Achievements 2024/25

Library

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Ms. Helen Shenton, Librarian and College Archivist



The announcement of the winners of the creative competition honouring the legacy of Irish author, Christy Nolan, and to mark the 25th Anniversary of Trinity disAbility Service.

Achievements 2024/25



Old Library Redevelopment: Conservation of the 18th-century building is underway. Over 750,000 vulnerable collection items have been transferred, catalogued, and security-tagged. The Research Collections Study Centre in the Ussher Library Atrium allows continued access. The Book of Kells is scheduled to move to the restored Printing House in 2027.



Sustainability: Advanced initiatives under the Sustainability Framework, including international collaboration on the eco-footprint of collections and an ecological emergency book club.



Research & Innovation Laidlaw Library: Development of a 'digital-first' library on the Trinity East campus, with flexible, collaborative spaces is underway. Anticipated opening at the end of 2027, supported by a major sustainability grant and adjacent to the Portal Innovation Hub.



New Search and Discovery Platforms: Launched Library Catalogue for holdings and Articles and More for e-resources, replacing Stella Search.



Library Survey: Conducted follow-up focus groups and workshops after the Library Life Pulse survey, producing a prioritised action plan and publishing a You Said, We Did progress guide.



Prioritised Funding: Secured philanthropic support, including the Laidlaw Foundation for the new library and Stavros Niarchos Foundation funding for the Old Library Redevelopment Project.

36 ASD Key Achievements 2024/25

Library

- > Executive Summary
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Ms. Helen Shenton, Librarian and College Archivist

Plans for 2025/26



The Naming of the Eavan Boland Library launch reception: Chancellor of the University Dr Mary McAleese and guest of honour Poet Paula Meehan.



Librarian and College Archivist and Sarah Casey, daughter of the poet, Eavan Boland, viewing the outdoor display on the occasion of the Naming of the Eavan Boland Library launch reception.



To complete the design phase, including the Research Collections Study Room, multi-functional spaces, new exhibition design, and pilot temporary displays. Establish facilities for protective slip-cases for books returning to the Long Room.



To complete the design phase incorporating flexible digital reading spaces, collaborative work areas, and advanced technologies. Provide expert support to enable full use of digital resources. (Strategic Plan – Place, Physical).



To implement new search and discovery platforms (Library Catalogue and Articles and More).



To collaborate with other UK legal deposit libraries to enhance digital infrastructure for UK electronic legal deposit material, advance digital preservation policies, and expand collection of born-digital archives. (Strategic Plan – PLACE – Digital Estate).



To advance the Library's Equality, Diversity & Inclusion Framework, Sustainability Framework, and AI Working Group initiatives (Strategic Plan – PURPOSE).

37 ASD Key Achievements 2024/25

Trinity Global

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- > Vision, Mission and Values
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- > ASD Achievements and Plans

Dr. Emma Stokes, Vice-President for Global Engagement

Achievements 2024/25



Dr. Emma Stokes,
Vice President for
Global Engagement
and Tunrayo Iyanu
Olufemi, Trinity's first
University of Sanctuary
scholarship graduate.



Trinity Students

Reached 101.4% of the student recruitment ambitions outlined in the Global Engagement Strategy for 2024/25.



Global Mobility

41% of third year undergraduate Trinity students undertook an international experience as part of their programme in 2024/25.



Gaza Scholarship Programme

Launched the Gaza Scholarship programme in collaboration with the Gaza Scholarship Initiative for Displaced Students. There are now students from Gaza studying at Trinity.



Ranking

Trinity ranked the 35th most international university in the world (THE Rankings 2025).



38 ASD Key Achievements 2024/25

Trinity Global

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Czech delegation (L-R) Dr. Sarah Hunter, Dr. Catherine Leen, Dr. Katerina Garcia, Julie Smilnická (CAS), Professor David Honys (CAS), Dr. Dmitri Tsiskarashvili, Professor Emma Stokes, Ambassador Pavel Vošalík.



(L-R) Día de los Muertos at the Mexican Embassy, José Velez, Deirdre Shirt, Ambassador Carolina Zaragoza, Louise Staunton.

Dr. Emma Stokes, Vice-President for Global Engagement

Plans for 2025/26



Global Incident Response Unit

To plan to continue to respond to situations both natural and man-made affecting the Trinity community at home and abroad ensuring that students are supported when they need it most.



Pathway to Belonging

To continue to actively support our incoming students to ensure they experience a smooth transition to Ireland, Dublin and Trinity through the Goin' to Trinity app and our online Pathway to Belonging pre-departure sessions.



University of Sanctuary

To continue to promote the Trinity Sanctuary Fund. Trinity College Dublin is a University of Sanctuary, a member of the Scholars at Risk network as well as a member of the New University in Exile Consortium.



Equality, Diversity and Inclusion

To continue to prioritise Equality, Diversity, Inclusion and Belonging in all that "Global does". Trinity Global is the first professional unit in Trinity College Dublin and in Ireland to receive the prestigious Athena Swan Bronze award.



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin



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Academic Services Division

Trinity College Dublin, the University of Dublin,
3 College Green, Dublin 2

Rannóg na Seirbhísí Acadúla

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Email: asd@tcd.ie

Web: <https://www.tcd.ie/academic-services/>

Strategic Plan 2025–2030

Our Strategic Plan sets out our mission to provide a high-quality pluralist education, rooted in academic freedom and enriched by research and diversity.



Trinity College Dublin

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