

Global Relations Strategy



TRINITY COLLEGE DUBLIN
The University of Dublin





“Since the foundation of Trinity College Dublin in 1592 our core commitment has been to develop the College’s reputation for research and scholarship, and to deliver excellence in education.”

Patrick Prendergast
Provost



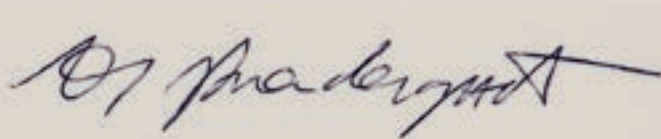
Provost's Foreword

We live in a world where the old boundaries of time and location are fast disappearing; in a world defined by the prevalence of technologies that have changed the way we live and do business; in a world in the midst of economic transformation and increased competition. In this new world Trinity College Dublin has created a strategy to compete in the challenging global economy.

Throughout its history, Trinity College Dublin has always been an international university. Our engagement with Asia began in 1762. Earlier in the eighteenth century the Trinity philosopher George Berkeley provided endowments for the libraries at Harvard and Yale. Today, Trinity's Science Gallery is planning partnerships with leading global universities in key cities such as London, Bangalore, New York, Moscow and Singapore. Since the foundation of Trinity College Dublin in 1592 our core commitment has been to develop the College's reputation for research and scholarship, and to deliver excellence in education. This commitment continues. Trinity's goal is to build on and increase our global reach and relationships as Ireland's university on the world stage and one of global consequence.

We are proud of Trinity's global reputation as a leading university. For generations, Trinity College Dublin has been and continues to be a world leader in the delivery of high quality, internationally recognised education. We provide a unique and vibrant student experience that adds significant value to an individual's personal development. Our students are the next generation of leaders, decision makers, innovators and entrepreneurs and it is our role to ensure that they receive a world class education and are equipped to be global citizens. Many centuries ago Erasmus wrote "Ego mundi civis esse cupio" – I long to be a citizen of the world – and today we also see the value of such a citizenship among our students.

This strategy highlights Trinity's commitment to achieving this and to building partnership and cooperation among leading global educational institutions worldwide. These relationships will enhance the quality of education and research in Ireland and promote cultural and economic exchange, enhancing Ireland's efforts to transform itself into a global innovation hub. Trinity's long-term commitment to internationalisation is unequivocal. This commitment, together with the innovation and creativity for which this university is renowned, provides us with a strong base for our vision of Trinity as the major hub in Ireland for international education, for cultural, social and intellectual exchanges and for our work towards fostering a sense of unity through diversity for the benefit of all.



Patrick Prendergast
Provost

Trinity on the World Stage



For over four centuries Trinity College Dublin has been an internationally-orientated university and remains so in terms of our staff and student profile and the nature and extent of our international collaborations in research and education. This strategy aims to build on those strong foundations to ensure that the university continues to attract the very best students and staff from around the world, forges world class teaching and research collaborations with leading universities and high schools, educates young people to be global citizens and leaves a unique and lasting impression on all those who come through its historic Front Arch.

We live in an inter-connected world where the very nature and scale of higher education is being transformed as emerging powers increasingly see education as the means to transform their societies and unleash their intrinsic potential. Cutting-edge technologies continue to open up new forms of delivery and access and new economic powerhouses are exerting their influence globally. These trends have profound implications for any centre of learning which wishes to be of relevance and to prosper in the 21st century. For a leading university, such as Trinity College Dublin, internationalisation is not a choice; it is imperative to our core research and teaching strategies.

Above: Trinity's Vice-Provost for Global Relations, Professor Jane Ohlmeyer and President of China's Beihang University, Professor Huai Jinpeng, signed a strategic partnership which will enable both institutions cooperate in teaching and research, and facilitate both academic and cultural interchange.

“Ireland’s education sector has many intrinsic strengths which give real, lasting value to our international students and that give us a competitive advantage in the international education market. Our success depends on the quality of our offer and our ability to tell our story internationally... our vision (is) of Ireland as an internationally recognised world leader in the delivery of high-quality international education.”

Minister for Education and Skills, Ruairí Quinn T.D.

24 March 2011



The challenges and opportunities presented by global education and research have numerous implications. This strategy sets out how we propose to become Ireland’s university on the world stage by embedding internationalisation in our culture and creating a Trinity community that is inclusive, integrated and global. Within the university we will incentivise the growth of international activities and provide direct and relevant assistance to staff members developing global programmes. We will participate in shared international initiatives with private and governmental organisations as well as diplomatic missions in Ireland, with the goal to be a major hub for international cultural, social and intellectual exchanges in the country.

Our reputation as one of the great English speaking universities of the world and our existing global brand are amongst our greatest assets. Our location as a historic city centre campus in a welcoming and safe country – as a gateway to Europe and as a bridge to the Atlantic – are also very real. We will build on these by adding the strength of existing courses and the wealth of international networks and relationships our staff, students and alumni already have. We are forming new strong relationships with the world’s greatest institutions and high schools and attract to Trinity the very best students from across Ireland and the world. Our

Top: Image from a photographic exhibition coordinated by the Trinity International Development Initiative (TIDI) marking the one year anniversary of the 2010 earthquake in Haiti.

Bottom: Her Majesty Queen Elizabeth II and His Royal Highness the Duke of Edinburgh visited Trinity during a historic visit to the Republic of Ireland.



Located in the very heart of one of Europe's most dynamic capital cities, Trinity College Dublin's 420 year old campus exudes a fascinating combination of tradition and innovation. The city offers a rich tapestry of world class literature, museums, theatre, art, music and festivals and is connected by bus and rail to the beautiful Irish coasts and unspoilt countryside. The city's heritage coupled with a vibrant social life makes Dublin a popular destination for thousands of international students each year. Trinity highly values its relationships with the city and with the immediate local community and has had an important tradition of community engagement and of contributing to the society which it serves.

We are a small, safe and friendly country – Ireland was voted the friendliest nation in the world by the Lonely Planet.

We are the only English-speaking country in the Eurozone – Ireland is the gateway to Europe and the bridge to North America.

CEOs of cutting edge companies who believe that the strengths of Irish-educated graduates are crucial to their decision to establish the headquarters in Ireland. These include companies like Boston Scientific, Apple, Intel, Pfizer, IBM, Citi, Facebook, Yahoo, Google and LinkedIn.



continuing endeavour to ensure that all students have an exceptional educational experience remains at the heart of our core values.

Trinity College Dublin will make a unique contribution in ensuring that Ireland is recognised and ranked as a world leader in the delivery of high-quality international education. Even more importantly, we are contributing to the development of a new educational diaspora who will advocate for Ireland's interests overseas and will build global relationships with the countries that will be Ireland's next research, teaching, business and trading partners. We are ideally placed to avail of global opportunities that are providing for unprecedented investment in education. The alignment of our global objectives with the particular educational needs and capacity building requirements of other nations brings Trinity its international advantage.

Relationship and reputation building and embedding a culture of development is a mission at Trinity, for which significant investment throughout the university is made. The flexibility, responsiveness and creativity in our thinking and innovation in how we deliver education are our assets. This Global Relations Strategy represents a long-term commitment on the part of the College.

Above: Provost, Dr Patrick Prendergast, signed a student exchange agreement with Moscow State University (MSU) further strengthening Trinity's relationship with one of the leading universities in Russia.

An Internationally Orientated University throughout History

Since our foundation in 1592, Trinity College Dublin has been an international university attracting faculty, students and staff from every continent. Trinity College Dublin has great alumni, many of whom have helped shape the history of our world. Nobel laureates such as Ernest Walton in Physics and Samuel Beckett in literature; great writers such as Jonathan Swift, Oscar Wilde and Bram Stoker; famous philosophers such as Edmund Burke and George Berkeley; renowned mathematician William Rowan Hamilton; and Presidents of Ireland, Douglas Hyde and Mary Robinson. Today, Trinity alumni can be found in every sphere of society. Trinity's graduates are innovators in their fields, leaders in their communities and ambassadors for excellence all around the world.

Trinity College Dublin has longstanding connections with some of the world's great universities. For example, our relationships with Oxford and Cambridge, which remain strong today, date back to the seventeenth century. In the early eighteenth century the Trinity philosopher, George Berkeley, provided endowments for the libraries at Harvard and Yale, along with scholarships for graduate study.

Trinity's engagement with Asia began with the founding in 1762 of a chair in oriental languages. One hundred years later the College appointed Mir Aulad Ali (1832-1898), a Muslim from Northern India more commonly known as 'The Mir', as Professor of Arabic and Hindustani, and later Persian. During the nineteenth century, Trinity, together with Oxford, Cambridge and Edinburgh, trained generations of young men for the Indian Civil Service. The library collections reflect these multi-faceted engagements with Asia and include rare late nineteenth-century/early twentieth century gramophone recordings made by the Trinity scholar, George Grierson, who compiled a remarkable linguistic survey of India which described 364 languages and many more dialects.

During the late nineteenth century, missionaries from Trinity travelled to China and in 1907 established the Trinity School Fuchow, known today as Fuzhou Foreign Languages School. This school has had a very distinguished history and ranks at least one Nobel Prize winner and an editor of the official encyclopaedia of classical Chinese literature among its alumni.

Trinity College Dublin's tercentenary celebrations of 1892 provide an interesting snapshot of the extent of the University's global reach at the end of the nineteenth century. Delegates came from all the leading British universities and from across the world, travelling from as far away as Australia, Canada and India to participate in the multidisciplinary programmes. The celebrations also drew colleagues from across Europe and North America, with delegates arriving from the universities of Copenhagen and Columbia, Munich and MIT, Paris and Princeton amongst others, highlighting the extent of Trinity's global links.

Today academics from Trinity continue to collaborate with scholars working in the world's greatest institutions. The University's international standing is



Above: *The birds of Asia* by J. Gould (circa 1850) from the Department of Early Printed Books & Special Collections.

Right: Nobel Laureate and Trinity alumnus Samuel Beckett (centre) pictured with his team mates from the Dublin University Cricket Club in 1925.

Below: Nobel Prize winner in economics, Professor Amartya Sen, received an Honorary Degree from Trinity College Dublin.





**Trinity College Dublin
has great alumni, many of
whom have helped shape
the history of our world.**



Above: Honorary Degree recipients Sir David Attenborough and Sir Terry Pratchett pictured with Chancellor of the University and former President of Ireland, Mary Robinson.

Below: Aung San Suu Kyi was conferred with an Honorary Degree from Trinity College Dublin. Pictured with Provost, Dr Patrick Prendergast and Pro-Chancellor, Dr Mary Henry.





For nearly all of its existence, Trinity College Dublin has been self-sufficient and relied upon its own generated income. Since 1592, with private support, it achieved a great deal – the construction of one of the most beautiful campuses in the world; the establishment of the Erasmus Smith Chairs in disciplines

ranging from History to Natural Philosophy; and the creation of one of the world's great libraries with its unique collection of books and manuscripts. The generosity of Trinity's friends and alumni continues to the present day as they continue to fund professorships, scholarships and state of the art facilities.

An Internationally Orientated University throughout History

evidenced by the calibre of individuals who have accepted Honorary Degrees from the University. Recent Honorary Degree recipients include Aung San Suu Kyi, a tireless campaigner for freedom and democracy in Burma and the world; immunologist and Nobel Prize winner, Professor Peter Doherty; academy-award winning director, producer and actor, Robert Redford; Nobel Prize winner in economics, Professor Amartya Sen; one of the most important satirists in the English language today, Sir Terry Pratchett; acclaimed broadcaster and naturalist, Sir David Attenborough and esteemed former President of the Republic of South Africa and champion of human rights, Nelson Mandela.

Opposite: 2012 marks the tercentenary of Trinity's Old Library. The iconic Long Room is filled with 200,000 of the College's oldest books and is lined with marble busts of the great philosophers and writers of the western world.

Below left: Famous novelist Richard Ford in Trinity's Long Room.

Below right: Academy award winner Robert Redford on the occasion of receiving an Honorary Degree from the University.



Some of the world's leading writers, intellects and innovators hold Honorary Professorships at Trinity College Dublin. The world renowned American novelist, Richard Ford, offers master classes to our students in creative writing; the Indian cinema legend, Yash Chopra, will engage with students in film studies; and the creative director at Microsoft, Curtis Wong, contributes to a multi-disciplinary programme in Digital Humanities.

Left: Rembert Doeden's beautiful herbal, the *Cruydt-boeck* (Antwerp, 1644) from the Department of Early Printed Books' Fagel Collection.

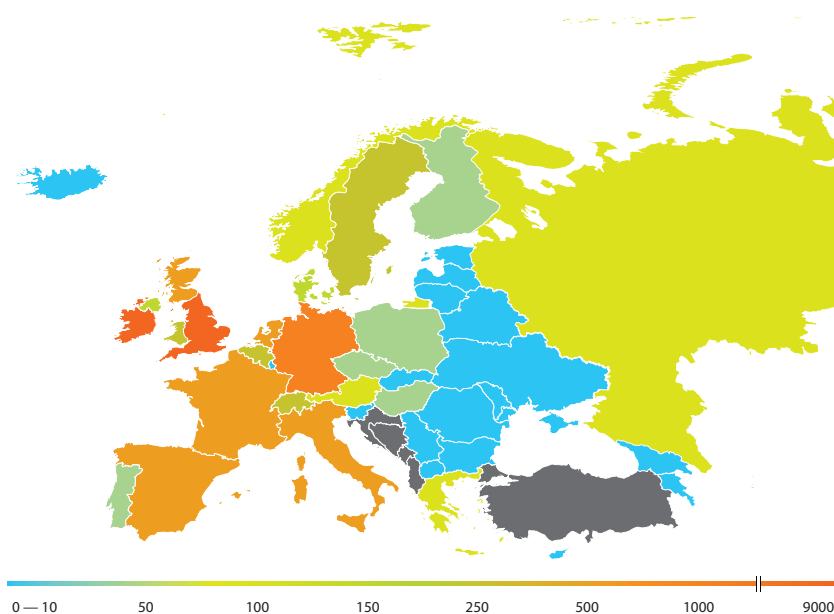
A University with Global Reach and Impact

Trinity College Dublin is recognised internationally as Ireland's leading university and continues to be at the cutting edge of research, technology and innovation placing the University at the forefront of higher education in Ireland and globally. Our placement in the QS World University and Subject Rankings indicate our strong international standing. We are Ireland's most globalised university.

We are committed to increasing outward mobility of staff members and students to make significant progress toward goals identified by the European Union as part of the Bologna Agreement which aims to ensure comparability in the standards and quality of higher education qualifications in the EU. Trinity has numerous educational links with members of the Coimbra Group, an association of long-established European multidisciplinary universities of high international standard, and has long been a participant in the Erasmus programme of student exchanges. The University has almost 300 exchange and mobility options for students

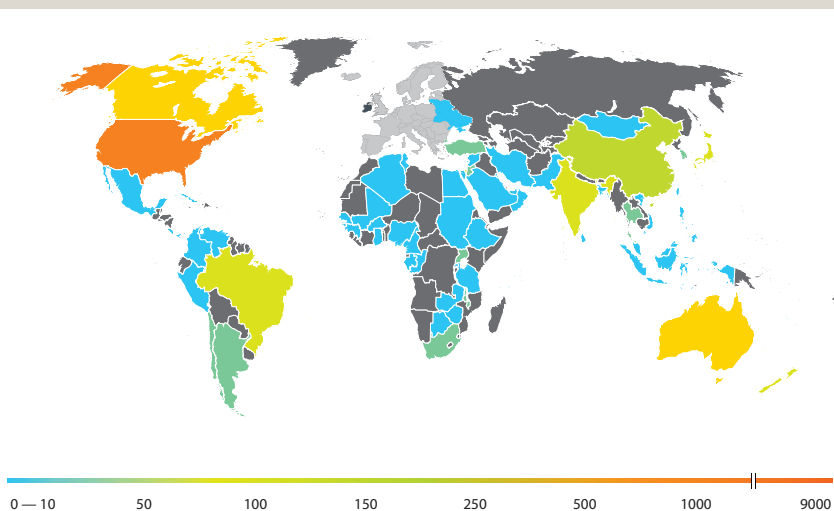
European Research Collaborations

Trinity College Dublin is committed to national and international collaborations which optimise our contribution to learning and research. Over the past five years, Trinity has more research outputs in collaboration with more institutions and countries than any other Irish university.



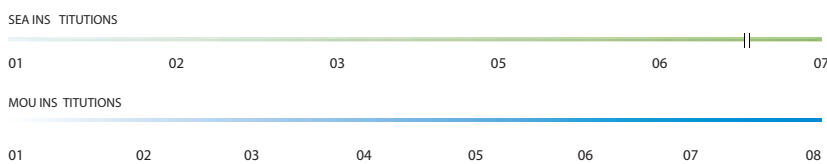
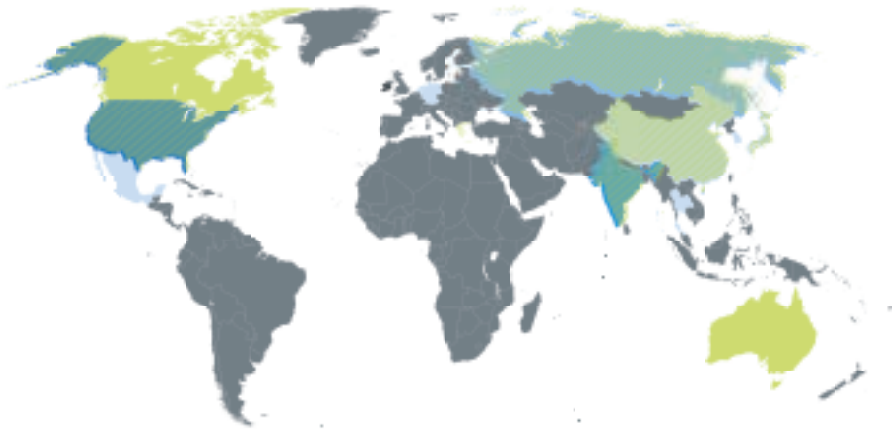
Worldwide Research Collaborations

Trinity College Dublin is distinctive in being Ireland's most globalised university as evidenced by independent metrics for international research collaborations. The University's collaborations and research networks span the globe and provide opportunities for high-quality student exchange programmes with other leading universities world-wide.



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- **Ranked Ireland's No 1 university and in the top 70 worldwide**
 - **Trinity scores highest in Ireland in internationalisation, using the combined measures of the ratio of international to domestic students, the ratio of international to domestic staff and the proportion of international co-authored papers**
(THE World University Ranking 2011)
 - **Trinity is ranked 16th in the world in terms of 'International Outlook'**
(Times Higher Education World University Ranking 2011)
 - **Trinity is ranked 29th in the world for 'International Faculty'** (QS World University Ranking 2011/2012)
 - **Trinity is ranked 38th in the world for 'International Collaboration'**
(Leiden World University Ranking 2011)
 - **Dublin ranked in top ten Best Student Cities in the world**
(QS Best Student Cities Ranking 2012)

Student Exchange Agreements (SEA) & Memorandums of Understanding (MOU)



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and staff looking for a challenging international experience. With over 4,500 international academic staff and students from 122 countries around the world, set in an environment that encourages important international debate, a Trinity education prepares students to be global citizens. Students coming to Trinity will also be afforded opportunities for internships or exchanges in the highest-ranked universities in the world.

Trinity College Dublin has a long history of engagement with international development. Today a vibrant community of researchers and students work on major global issues across the university's three faculties including global health, climate change and globalisation. The establishment of the Trinity International Development Initiative (TIDI) enabled the University to coordinate research, teaching and outreach in Asia and Africa, especially Ethiopia, Rwanda, South Africa and Uganda.

Trinity College Dublin has developed a range of strategic partnerships and our research collaborations span the globe and incorporate some of the world's most prestigious institutions of higher education. This high level of international collaboration is demonstrated by recent agreements signed by the University. For example, a partnership agreement with Beihang University, one of China's top universities, will enable both institutions to cooperate in teaching and research, and will facilitate exchange of students and researchers between the two institutions. Collaborations with world-class universities such as the University of Chicago, Brown and Columbia in North America; the National University



of Singapore, Peking and Tsingua Universities in China; IIT Delhi, the Tata Institute of Fundamental Research and the Indian Institute of Science in India, give students the opportunity to study at Trinity creating a multicultural environment thereby equipping all students with the intercultural expertise demanded in a global economy.

Our alumni are amongst Trinity's most effective advocates and ambassadors. With over 90,000 alumni living in 130 countries worldwide, they are a tremendous resource of support for each other and the College. Through the Alumni & Development Office and regional branches, alumni receive regular communications about events, services and social gatherings helping to foster goodwill amongst those who have shared the Trinity experience. Many alumni also support the College financially on a wide variety of projects ranging from ground-breaking teaching and research to the Trinity Access Programmes that enables people from diverse backgrounds overcome educational barriers so that they can make a greater contribution to society. Alumni relations and development are vitally important to the future of College and we will continue to build mutually beneficial relations with our alumni.

In a rapidly evolving world, the depth and breadth of the University's international achievements provide a solid foundation on which to meet the challenges of a future defined by increased globalisation.

Above: Trinity College Dublin offers a multicultural learning environment which is necessary for success in an increasingly competitive global economy.

Our Vision

Our vision is to be a university of global consequence, a university for Ireland on the world stage.

This will have tangible educational, financial, economic and reputational benefits for Trinity and Ireland. Achieving our vision will impact on all aspects of College life and demand that we continuously strive to improve what we do across a range

of activities. Developing a global focus will determine the institution's external frames of reference, partnerships and relationships. Success will result in Trinity being seen as the major hub for international education, culture, social and intellectual exchanges for Ireland.





Key Actions



Above: Trinity College Dublin student volunteer, Brian Maguire, supported the education of children in schools that serve some of the most marginalised communities in India during a summer volunteer programme.

Realising our goals will require time and commitment along with significant change and investment throughout the University. The University has appointed a Vice-Provost for Global Relations to lead this work which has resulted in the opening of 'global gateways' in New York, New Delhi and Shanghai. In addition the University will make over 30 appointments to build capacity building global relationships, recruit students from priority markets, engage alumni across the globe and fundraise. Global Officers will be located in Schools, tasked with a specific focus of embedding internationalisation, alumni relations development and advancement within the entire University in a manner that is supportive of academic staff and the delivery of excellence in teaching and research.

Our activities, which will be closely measured, fall under the following interconnected headings:

Global Relationship Building:

- Leverage the totality of our global relationships (research, education, corporate and alumni).
- Deliver a compelling message about what makes Trinity unique and how a Trinity education adds real value in an increasingly competitive global environment.
- Forge alliances with leading global institutions with a view to developing strategic partnership agreements with a select number.
- Support staff mobility, including supporting and sustaining the international links established as part of this Global Relations Strategy.
- Encourage all Trinity students to spend time (a year, semester or summer) abroad to gain greater international experience.
- Building on the strong profile in North America, raise the profile and visibility of Trinity worldwide, especially in Asia.

International student recruitment

- Double the number of non-EU students choosing Trinity.
- Engage with the top high schools in North America and Asia.
- Develop academic partnership programmes.
- Develop strategic partnership agreements for the delivery of courses abroad, as well as ad hoc intensive programmes, including summer schools at home and abroad.

Educational Experience:

- Ensure that all our students have a positive experience as we educate them to be global citizens. We will offer a learning and living experience that explicitly meets the needs of all of our students.
- Embed internationalisation in our educational and research culture.
- Review our curriculum in order to identify appropriate courses for an international market and to ensure that we are educating our students to be global citizens.
- Offer a range of international scholarships to try to ensure that we attract the best international students.

Alumni & Advancement:

- Embed alumni related activity in the culture of the University.
- Fully engage Trinity alumni networks across the globe through a range of communications, events and services.
- Establish a student-alumni mentoring programme, including an internship programme for students.
- Work with national bodies overseas (Embassies, Enterprise Ireland, IDA Ireland) and our corporate partners to energise Trinity alumni as part of wider efforts to maximise the value of individuals with connections to Ireland.
- Increase significantly the number of prospects and academics taking a full leadership role in fundraising.
- Make the current Trinity student body actively aware of the importance of giving back to the University.
- Increase number of alumni volunteers and donors to the College.
- Increase the total Philanthropic income for the College.

Top right: Actor Salmon Khan takes a break from the filming of Bollywood blockbuster *Ek Tha Tiger* on campus to have his photo taken with Trinity students and Vice Provost for Global Relations, Professor Jane Ohlmeyer.

Bottom right: To celebrate Africa Day 2012 a conference on developing the agri-food sector in Africa was held in Trinity College Dublin and featured Her Excellency Catherine Muigai Mwangi, Ambassador of Kenya to Ireland.



Realising our goals will require time and commitment along with significant change and investment throughout the University.





An exciting international initiative is the development of Science Gallery International (SGI) enabled by a gift from Google. The SGI will be modelled on the successful approach developed by Trinity's Science Gallery to engaging young people in Science, Technology, Engineering and Mathematics. Eight Science Gallery hubs are

planned around the world by 2020, developed in partnership with leading universities in key cities such as London, Moscow, New York, Bangalore and Singapore. In each city, a creative community of researchers, designers, artists and entrepreneurs will engage and inspire the next generation of innovators.



Measures of success

We will report quarterly on progress, with a formal annual report presented to the Board of the College drawing from measures including:

- Brand awareness in countries and regions of strategic focus;
- Numbers and quality of international student applications;
- League tables;
- Student surveys – International Student Barometer;
- Alumni engagement;
- Philanthropic success.



Vice Provost for Global Relations Afterword

Trinity College Dublin, the University of Dublin, has a long and proud history as a global university. For centuries Trinity has attracted students and staff from across the world. We value the contributions they made, and continue to make, to university life and beyond. Trinity's graduates have been innovators in their fields, leaders in their communities and ambassadors for excellence all around the world.

Our strong international reputation for the achievement of excellence in research, teaching and innovation has led to numerous educational and research collaborations with some of the world's premier institutions of higher learning. We must continue to develop relationships with world-class institutions across a range of activities. By building on current strengths and embedding an international focus in all our activities we will further develop Trinity's international reputation and raise the profile of the University globally.

Through our education system, we want to shape the minds of the people who change the world and ensure that future graduates become globally engaged citizens. We want to continue to attract the very best students and staff from across the world; secure sustainable income streams for our academic activities and our support services by increasing educational opportunities for international students; enhance the student experience by creating a multicultural environment necessary for success in an increasingly competitive global economy; and develop relationships with large multinational corporations thereby enhancing global mobility for our graduates.

All those associated with Trinity, students and staff, past and present, home and abroad, have a role in our Global Relations Strategy. Success will depend on the energy, goodwill and outward-looking attitude of colleagues throughout the University. Given that support and engagement, building on our existing international strengths and connections, we will be well on our way to deliver on our aspiration to further develop Trinity as a university of global consequence.



Professor Jane Ohlmeyer
Vice Provost for Global Relations



Clockwise from top:

Bollywood's most influential film maker and founder of Yash Raj Films, Yash Chopra, was conferred with an Honorary Professorship by Trinity's Vice Provost for Global Relations, Professor Jane Ohlmeyer.

Trinity students work together during a practical lesson.

Students celebrate following graduation from the University.

Her Majesty Queen Elizabeth II and His Royal Highness The Duke of Edinburgh are shown a facsimile of the Book of Kells by the Librarian Robin Adams during their State Visit to Ireland.



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