

Trinity
Business
School

Transforming Business for Good

Strategy Horizon 2030



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

Transforming Business for Good

Trinity Business School is a leading international provider of a vibrant, research-led, and world-class education, set in an ancient university, Trinity College Dublin. In 2021, we achieved triple accreditation, placing us in the top 1% of business schools worldwide, and were named 'highest riser' by the Financial Times. We are globally orientated, operating from a state-of-the-art building in a European city centre location, strategically positioned to lean into the businesses and organisations with whom we collaborate. In a rapidly changing world, we present an international perspective and stand at the frontier of innovative research questions that challenge our daily lives.



Universities play a pivotal role in helping humanity address the changes and challenges of our time. This strategy has been created to realise the potential of the School and consequently address the greatest challenge ever facing the business community, the environmental emergency. As we enter a new era of climate uncertainty, the need to act immediately and courageously in addressing these challenges has never been more pressing. We are ready and committed to face these challenges and seize opportunities to make a difference for our tomorrow.

The Trinity Business School Strategy with a 2030 horizon will harness our strengths and values to deliver business education and research that promotes ethical leadership, eco-sustainability and humane business.

In the context of these challenges, we present a strategy that will leverage our excellence in research, education and thought leadership to address these challenges and subsequently transform our own operations to deliver eco-sustainable and humane business practices. The actions planned are ambitious and, as we begin to embed them, we will be learning in practice, co-creating solutions, and defining research outcomes that will position us at the frontier of knowledge.

The underlying principles of this strategy are to achieve enduring excellence in research and education as well as to define and pursue measures that will Transform Business for Good. With this strategic direction, we aim to consolidate our achievements and high growth trajectory to address the formidable challenges facing humanity today. We will focus on the ways in which we can help business and in turn society, to become more sustainable, ethical, humane, healthy and resilient. The plan will stretch us, test us, and define us, as any valuable strategic plan must, but when embraced by our community, it will enrich our working lives.

As we embrace Transforming Business for Good, we seek to open new frontiers of opportunity and establish a set of values that will distinguish us as leaders of good business for generations to come.

Introduction & Context	02
Mission & Values	05
Vision	06
Strategy	08
Strategic Objectives	10
Undergraduate	10
Postgraduate	11
Research	12
Executive Education	14
Faculty & Professional Staff	16
Alumni & Corporate Relations	18
Careers & Community	20
Accreditation, Rankings & Quality Assurance	22
Marketing & Communications	24
Operations	26

Introduction & Context

The Motivation

This strategy has been developed by the Trinity Business School community of staff, students, alumni, associates and practitioner partners from industry, not-for-profit and public sectors who each contributed their views. During its development, at one of our strategy days, we had converged on the need for the School to take a lead in tackling the environmental emergency. We were of course going to contribute through our research, education and thought leadership activities, but we knew that this wasn't going to be enough. The global business school and university sector is a contributor to environmental degradation. Therefore, we felt that it was not credible to try to help other organisations move onto an eco-sustainable footing unless we're doing so ourselves. We needed to 'walk the talk' and make sure that our School adopted practices that help sustain biodiversity. There was a lot of concern in the room that a short deadline to realise these strategic objectives might prove too costly and difficult to achieve. So, we decided to take a 15-minute break. It was a sunny day and most of us walked out onto the roof garden of our building to refresh. Then we suddenly heard a crowd chanting. We could see thousands of people making their way to the Dáil Éireann – the Irish parliament. We heard the chants again, it was now evident from their high pitch tone that these were the voices of school children and our own future students. They were pleading with our government to save the planet and highlighting that there was no 'planet B'! With their voices ringing in our ears, we moved back inside to resume our strategy day. The hesitancy about a tight deadline had now all but vanished. There really is no planet B, so our strategic plan leads on climate action not just through knowledge from education and research, but through

eco-sustainable practice too. As time was running out, we set ourselves an aim to deliver on our environmental objectives by 2030.

So welcome to Trinity Business School's 'Transforming Business for Good: Horizon 2030 Strategy'. The strategy must be considered in context. It has been created at the nexus of a global challenge for the business sector and an inflection point in the history of Trinity Business School's development; providing an opportunity to enhance the impact of the School.



“Our mission to ‘Transform Business for Good’ means helping to build an sustainable and inclusive economy. It is the right thing to do and the only viable option. Together, with our students, we will generate new initiatives and drive the crucial shifts needed in business and education.”

Professor Laurent Muzellec, Dean of Trinity Business School



The Challenge

The global challenge for business cannot be understated. We are in the midst of a climate emergency which threatens the survival of human life on the planet. Business has played a major role in creating the carbon emissions and promoting unsustainable consumer behaviour that have led to this emergency. We also need to reverse the depletion of, and indeed rebuild, the world's natural resources and biodiversity. We must do this not just to preserve our natural heritage, but more starkly because the survival of humanity depends on it. For the first time in our history since the industrial revolution, a business generation is in danger of bequeathing business and society in worse condition than in which it was inherited. For previous generations, economic progress never properly factored in the true cost to the environment. Now that ecological neglect has not only caught up with us, but has accelerated at such a pace as to undermine the sustainability of current consumption habits and business practices.

Alongside these challenges, we also want humane business. That is business that nurtures the liberty, diversity and well-being of humanity. Whether one is a seller or buyer in a commercial transaction, each should know and take heart that any exchange has not occurred at the expense of another person's human rights. Likewise, it should not derive profit or value from the exploitation of people receiving less than a living wage. Increasingly, it is becoming more transparent that these conditions too often fail to hold. We believe that ethical business is good business, not only because it is just, but because it is more sustainable and the best means of enhancing the welfare of society. Ethical business is more challenging in terms of the standards it needs to meet and the smaller number of options available to it. However, these are not really limitations, as ethical business is more sustainable and increasingly the preferences of consumers, employees, investors, and government regulations are making it the only type of business that can thrive at the frontier of competition. Businesses that are humane, ecologically sustainable and who can generally meet high ethical standards will, *ceteris paribus*, have a sustainable market opportunity and competitive advantage. This occurs because they have greater appeal to consumers, have more motivated employees, wider financing options and face less constraint from the regulations. This is the type of high-performance business that Trinity wants to nurture and support. It aligns with our values and our general philosophy of aiming to 'put in more than you take out'. Therefore, we have named our new mission and strategy **Transforming Business for Good.**

The Opportunity

The timing for our new strategy is also opportune. In 2015 we developed a growth strategy and a self-sustaining financial model which was approved by the Board of the University. We have since transformed into a full suite international business school and more than doubled the students, staff and income of the School. This growth has also caused a tripling of our research output with higher quality international publications and a much greater impact on thought leadership. We developed a communications strategy to disseminate our expertise throughout the globe and now have a significant voice across the full spectrum of media. Our development has caught the eye of our peers and we now play an influential role in shaping the global business school sector. Through a newly invigorated Executive Education unit we have extended our impact on industry, not for profit organisations and the public sector. Networks, community and engagement with both researchers and practitioners are central to our approach. We have also organised and hosted many conferences encompassing industry, public policy, international academia and of course, our own network. All of this has occurred in tandem with a huge expansion of our degree programmes designed in line with our values and informed by pioneering researchers and executives at the top of their game.

In sum, the School has evolved to contribute at the cutting-edge of business management. This achievement has been recognised with triple accreditation by AACSB, EQUIS and AMBA alongside the transition of the School into the top tier of international rankings. We will continue to embrace these goals to excel at the highest international level and extend our reach to meet the new demands of an evolving labour force. To this end, we are expanding modes of delivery to enable flexible and life-long learning. We create and sustain a Business School in which the most promising students, whatever their social or cultural background, can thrive and realise their full potential.

Underpinning all of these achievements is our community. In terms of gender diversity our student and faculty profiles place us in the top 10 in the World. This occurred without any positive discrimination. We simply recruit the best talent. We have an inclusive culture which thrives on diversity. Our community is also part of the wider Trinity College, a world-renowned university located at the centre of Dublin, a European capital city and hub for global business.

The strategy continues to build the School's activities at a top tier international standard true to our DNA and which tackles the huge global challenges facing business and society today. Therefore, our strategy is to Transform Business for Good. The following sections of this document explain this mission, the values which underpin our motivation and approach, our vision for the future crystallised in strategic objectives and operationalised in learning goals for our programmes.

“Trinity Business School’s mission to lead at the frontier of good and humane business is a logical extension of the School’s strategy, and as an alumnus I am very supportive of this ambitious strategy.”

Brendan McDonagh, Deputy Chair at AIB and Chair of Trinity Business School Advisory Board



Mission

Trinity Business School's mission is to Transform Business for Good. This means business which is:

- 01 **Ethical** and so 'good' from a moral perspective;
- 02 **Impactful** and so 'good' in terms of high-performance; and
- 03 **Sustainable** thereby invoking a permanent 'for good' interpretation.

As the Business School of Trinity College, Dublin, a world-renowned university located at the core of a globally orientated and European capital city, we seek to deliver our mission throughout our CORE: Civic Action, Organisation, Research and Education.



"Doing business in the 21st Century has to be about 'Transforming Business for Good' – or we won't get to the 22nd Century."

Mary-Lee Rhodes, Associate Professor of Public Management, Trinity Business School



Values

We adopt a philosophy of being a positive force for good by seeking to 'put in more than we take out' of every area of activity. The UN Declaration of Human Rights and 17 Sustainability Goals are primary principles and objectives consistent with our values. To this end, our shared and fundamental values embrace:

- 01 **Excellence:** achieving our greatest potential
- 02 **Eco-sustainable:** responsible and sustainable management
- 03 **Ethical:** practice with integrity and moral business standards
- 04 **Humane:** social, cultural, and business practices
- 05 **Diversity & Inclusion:** embrace and celebrate equal opportunity

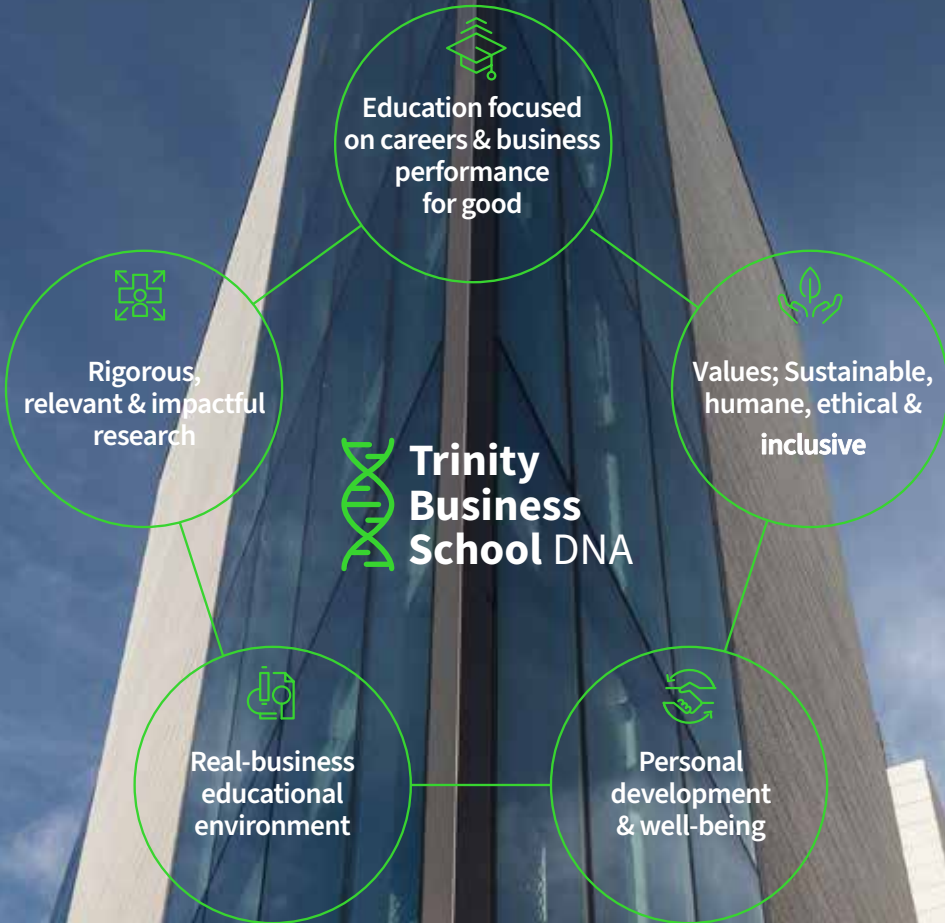
"This strategy challenges us to realise our potential as an accredited university-based business school community to achieve meaningful impact through crossing disciplinary and practice boundaries."

Paul Coughlan, Professor in Operations Management, Trinity Business School



Vision

We aim to become a European business school of choice for organisations and students committed to transforming business for good.





01 Education focused on business performance for good

Programmes which create great opportunities for our graduates and enable their organisations to deliver excellent business performance for good. Our graduates learn cutting-edge management from leading researchers and business executives/entrepreneurs. This education aims to promote high-performance business which is humane as well as consistent with the UN's Sustainability Development Goals.



02 A set of values – where we “put in more than we take out”

We take a deep and responsible view of the term 'business performance' which creates an awareness beyond profit to include the impact of business on the wider economy, society and the environment. We expect our graduates and staff to 'put in more than they take out' throughout their career so that they hand over a better planet, economy and inclusive free society to future generations.



03 Personal well-being & development

We provide opportunities for our students and staff to explore and develop their business and personal potential on our degree programmes and at work in order to sustain a healthy career existence in today's dynamic but often challenging work environment.



04 A real-business educational environment

We are a business school which is at the heart of a university located in the centre of the vibrant Dublin City. We are adjacent to: the Irish Financial Services Centre (IFSC), Europe's digital industries capital, government and public sector management headquarters, city centre retail, professional services industries and Ireland's cultural industry sectors. We have cutting-edge global corporations and high-performance new ventures on our doorstep. We are based in a highly entrepreneurial university and equip students with the education needed to excel in both established and new businesses.



05 Rigorous, relevant & impactful research

Undertaking leading international research which addresses relevant questions for thought leadership, to better inform business and society. We provide both creative and critical assessment of real-business practice and public policy. To enhance impact, we ensure that these research findings are communicated in an accessible manner to a wider non-academic practitioner audience through appropriate publishing forms for multiple media channels, policy fora and events.

Strategy

Our strategy aims to deliver our mission by focusing on six key objectives:

- 01 To continue to enhance the international reach of the School by building its reputation, profile, brand and distinctiveness as a university-based business school of Trinity College, Dublin at the heart of Dublin city, and based on its own tradition of research and education engaged with business and society as a force for good.
- 02 To serve as a guiding light for environmentally-friendly businesses and business schools.
- 03 To become more inclusive and enable greater equal opportunity to access our education.
- 04 To deliver responsible and ethical leadership across all of our education programmes
- 05 To support staff members to take leadership roles across all areas of the school's activities, while helping them build meaningful careers in the process.
- 06 To cater for life-long learning and participation in our local and global communities.

“Trinity Business School gives me the opportunity to dream big. Being part of the Pathways to Business programme has transformed my confidence and skills, nurturing a passion to inspire other students to access the same opportunities.”

Klaudia Pasik, Global Business Student



“An organisation’s strategy that is inspired by a true sense of deep purpose can be transformative for the organisation and its stakeholders.”



Louis Brennan, Fellow and Professor in Business,
Trinity Business School

School-level Learning Goals (SLGs) for our students to:

- 01** Learn at the frontier of management from both leading researchers and high-performance business executives and entrepreneurs.
- 02** Take a deep and responsible view of the term ‘business for good’, be capable of promoting diversity and responsible (in particular, sustainable and ethical) business practices in organisations, and develop an awareness beyond profit to include the wider impact of business on society and the environment.
- 03** Explore and develop their business and personal potential as well as prepare for a healthy career existence in today’s dynamic, and often challenging, work environment.
- 04** Engage in modes of learning and assessment which equip them to address grand challenges. These modes incorporate a blend of research-led and real-business education through interactive learning, company projects, internships and/or Trinity case studies.
- 05** Undertake, apply and/or disseminate, as appropriate, rigorous and creative research which informs their understanding of the practice of management.

It is expected that each of the School’s programmes will implement each of the above School-level Learning Goals. The combined set of modules in each programme should cover its Programme-level Learning Goals (PLGs), but each module need not necessarily implement each of the PLGs or SLGs.

Strategic Objectives

Undergraduate

We create a vibrant learning environment where students and their ideas can flourish to help them realise their career aspirations and address the grand challenges facing business and society.

- 01 Ensure that all of our undergraduate teaching recognises business as being part of and dependent on the natural world and society and develops capabilities in our students to lead and promote sustainable, responsible and ethical practices in organisations.
- 02 Support innovative and interactive modes of teaching and learning which enables our students to communicate with confidence and self-awareness in oral and written modes.
- 03 Develop methods of assessments that consider the adoption of generative AI software by the student body, while maintaining assurance of learning.
- 04 Enable more students from socio-economically disadvantaged backgrounds to study at the School, providing increase support throughout their time in the business school.
- 05 Enhance the student lifecycle experience to achieve student satisfaction scores and an overall satisfaction for each UG programme of at least 4 out of 5.



“As an undergraduate of Trinity Business School, I feel that excellence and ethics are at the core of everything we do. The environment that’s curated by the faculty, with active collaboration from Society Chairs, encourages the student body to develop and excel.”

Ethan Voss, BESS student & member of Dublin Business and Economics Society

Postgraduate Teaching & Learning

We push the boundaries of postgraduate learning and provide an international educational experience that is project led, technology enhanced and responsive to real-world business challenges.



“Trinity Business School embraces diversity and empowers me to be a leading woman who inspires and positively influences people’s lives.”

Vanessa Cezario Felix, MBA student

- 01 Revise our curriculum to embed responsible leadership, eco-sustainability, ESG and diversity into the learning outcomes and hence content across our programmes.
- 02 Further develop modes of learning and assessment that equip students to address grand challenges and incorporate greater interactive learning, company projects, and Trinity case studies.
- 03 Develop guidelines for programme directors and professors including methods of assessments that consider the adoption of AI by the student body while maintaining assurance of learning.
- 04 Launch a new MSc programme in Responsible Business & Sustainability.
- 05 Provide a degree offering to facilitate life-long learning and education while working to launch new flexible and stacked MSc programmes.
- 06 Support innovative modes of teaching e.g. online learning and launch online/blended programmes.
- 07 Enhance the student lifecycle experience to achieve student satisfaction scores and an overall satisfaction score for each PG programme of at least 4 out of 5.

Research

We are focused on the quality, relevance and impact of our research. We create an environment for all our academic staff to pursue and produce their best work possible.

- Achieve greater impact on industry, society and public policy with a focus on quality research, research based executive education, media commentary, books and articles in leading international practitioner publications.
- Greater dissemination of relevant research on education programmes and in textbooks.
- To have a sufficient portfolio of research centres to help achieve the School's strategic goals by creating pioneering and impactful thought leadership that permeates all of the School's education programmes as well as directly impacting industry, society and public policy.
- Greater emphasis on PhD students publishing and presenting at international quality outlets.
- Enhanced School support for research grant seeking capacity and effectiveness.

“Trinity conducts impactful research, and our teaching equips students with the global outlook required for their future careers. There is no better place to deliver this than in the heart of Dublin, a city that is open to the world.”

Professor Catherine Welch, Chair of Strategic Management, Trinity Business School





“At the Centre for Digital Business & Analytics, our faculty conducts cutting-edge research that is made available to wider community via academic journals but also books, seminars, workshops, and micro-credits modules.”

Dr Ashish Kumar Jha, Associate Professor in Business Analytics



Executive Education

We empower senior executives and business leaders to deliver impact within their organisations and ensure strategic renewal, agility, and competitive advantage in order to transform business for good.

- Become the executive education centre of choice for senior leadership in Ireland and Europe intent on delivering ethical and eco-sustainable business at the highest performance levels. In particular, to create impact in climate action and environmental protection as well as in diversity and human rights, through becoming an activist provider of responsible and ethical executive education.
- Expand our international footprint including the development of programmes in collaboration with comparable international partners.
- Deliver a portfolio of online and face-to-face courses that are integrated with the thought leadership and expertise of the School's Research Centres.
- Drive industry engagement and partnerships through collaboration in executive education — with other areas of the School, University, business, government and NGO's.
- Drive communications content that dovetails with the central values and priorities of Trinity Business School.



“Dublin Airport’s partnership with Trinity Executive Education continues to go from strength to strength. Flexibility and adaptability has always been at the heart of the work we have done together, allowing us to meet our ever changing business needs.”

Michael Flynn, Lead Innovation Manager,
Dublin Airport



“Trinity Executive Education empowers today’s executives at board and senior management levels as well as developing tomorrow’s innovative leaders. We enable leaders to deliver impact within their organisations and ensure strategic renewal, agility, and competitive advantage in order to transform business for good.”



Michael Flynn, Director of Executive Education, Trinity Business School



Faculty & Professional Staff

We work with talented, diverse, and inspirational academics who deliver world class academic research and are internationally recognised for their thought leadership.

- Development and maintenance of an overall School faculty profile that delivers our Accreditation, Ranking and Quality Assurance strategic objectives.
- Nurture our collegial culture within the School based on our values of dignity, respect and zero tolerance towards bullying.
- Development of the School as a desirable environment within which to develop and progress a meaningful career.
- Review and optimise the balances of both core and adjunct faculty, and faculty and professional staff.
- Management of succession across all leadership roles in the School.
- Ensure faculty teach across a balanced portfolio of undergraduate and postgraduate degrees – to ensure students benefit from the full spectrum of expertise in the School and faculty benefit from demonstrating a diverse portfolio of teaching experience.
- Encourage core faculty industry secondments to increase and deepen industry expertise.
- Provide opportunities for professional staff to meet their career, personal and developmental goals within the School and to contribute to the fulfilment of the School's strategy.



“Our ambition for impact permeates every facet of our being. But it starts in the classroom. At all levels of delivery, we are committed to creating memorable experiences, and in designing impactful curriculums, we enable our graduates to be a force for good when they move onto their next chapter.”

Sinéad Roden, Associate Professor of Logistics and Supply Management, Trinity Business School



"To 'Transform Business for Good' not only because it is the right thing to do – especially as there really is no Planet B – but also because it is the new frontier of competition. Businesses that are unable to deliver ethical, humane and sustainable goods and services simply won't survive."

Professor Andrew Burke, Former Dean of Trinity Business School & Chair of Business Studies

Alumni & Corporate Relations

We build strong strategic relationships within our extensive global network of alumni and corporate partners to foster both personal connections and the exchange of knowledge that result in mutual support and collaboration.

- › Enhance the student experience through corporate and alumni involvement in teaching, student projects, and other initiatives.
- › Deliver an excellent applicant-to-alumni life-cycle experience rated at least 4 or above by students and alumni.
- › Formation and successful running of the Employer & Careers Forum to support collaboration across the School.
- › Formation and successful engagement with Trinity Business School alumni sub-committees within existing Trinity Alumni Chapters to connect and network with our internationally-based alumni.
- › Facilitate leading national and international employers to engage with and hire our students and graduates in support of the School's target of 90% of MSc and 92% of MBA students finding employment within three months after graduation.
- › Ensure that 80% of postgraduate and undergraduate students convert annually to become engaged alumni and active members of the Trinity Business School community.
- › Build a life-long learning and network experience for Trinity Business School graduates through the creation of a portfolio of activities and events including masterclasses.
- › Engage with Trinity's business-related student societies and involve them in School student and alumni events and activities.

“As a business graduate, I am forever grateful to Trinity for the springboard it provided to my career. Although ESG is now a fundamental part of good, sustainable business, in the 1980’s Trinity were already at the forefront of exploring what it meant to be truly purposeful. Fast forward 34 years, I am delighted to support the Business School as an advisor, witnessing first-hand how passionately the School is exploring the often delicate balance between profits and being a good, humane business.”

Fiona Dawson, Non-executive Director of the Lego Group & member of Trinity Business School Advisory Board



“At Trinity, I have learned from world renowned faculty and talented students. These diverse voices enhance my educational experience and inspire the business leader I hope to become.”



Devin Patel, International Management Student & member of the School Executive Committee, Trinity College Dublin



Careers & Community

We create a developmental pathway to help our students graduate with the skills, connections, and preparation to enable them to fulfil their lifelong career potential.

- 01 Enable our diverse and global community to embark on successful careers.
- 02 Deliver an excellent applicant-to-alumni life-cycle experience rated at least 4 or above by students and alumni.
- 03 Become the number 1 go-to business school in Ireland for organisations to employ our graduates and alumni. Be amongst the top 15 equivalent business schools in Europe.
- 04 Advance the School's performance in international business school rankings.
- 05 Develop and nurture our network, encouraging both students and alumni to invest in their professional success by actively contributing to the Trinity Business School community.
- 06 Build a life-long learning and career development experience for Trinity Business School graduates through the creation of a portfolio of services and events including masterclasses.



“The power of the global network of the Trinity community is outstanding. We are a group of global citizens who are not just connected through our education, but also a deep desire to lead businesses towards a more inclusive, ethical and sustainable future”



Alice Delahunt Chief Digital & Content Officer, Ralph Lauren

“The MBA at Trinity equips you with more than just a degree from a leading global university. You become part of a family where social and cultural diversity is celebrated and networks are formed for life.”



Chad Glasgow, MBA student



Accreditation, Ranking & Quality Assurance

We challenge ourselves to rise through the global rankings and accreditations. We continually reflect, adapt, and map out new opportunities for innovation and improvement.

- Audit and assist with the achievement of quality assurance across all of the School's activities.
- Facilitate quality assurance of the School's degree programmes to conform with Trinity College, AACSB, EQUIS and AMBA standards.
- Maintain School and Programme-level accreditations, and the Athena Swan award.
- Rationalise reporting procedures to decrease frequency of reporting by programme directors, and increase effectiveness of quality assurance mechanisms.
- Facilitate periodic Carbon Footprint Assessments and Carbon Management Plan.

"It is important for Trinity to lead by example. Not only through innovation, insightful lecturing and consistent evolution of its programmes, but also to do it in a way that sets the standard for creating a better world for all. Its mission to lead at the frontier of good and humane business practice for the next generation can help spark innovation, creativity and leadership for a better tomorrow."

Jamie Heaslip, MBA Student





Marketing & Communications

We deliver a rich tapestry of communications that are driven by a shared conviction and ambition to attract and then nurture the greatest talent.

- › Ensure student recruitment targets are achieved in order to ensure a self-sustaining and thriving Business School. This includes revenue, student numbers, student calibre, diversity of nationalities and backgrounds, as well as metrics to improve rankings (e.g., increase GMAT and salary averages for MBA, gender diversity, etc).
- › Attract ever more high-calibre students to ensure that classes are comprised of students with a fair balance of nationalities, high levels of English, etc. to increase employability per programme, and ensure that commensurate recruitment targets are achieved.
- › Build our global brand and relationships so that we continue to build a strong position as a leading European Business School which is able to attract high calibre and diverse talent from all parts of the world.
- › Communicate Trinity Business School values, thought leadership, success stories, and news. Ensure external communications disseminate and promote Trinity Business School's strategy, research, thought leadership, community, values – and represent our mission.



“Trinity’s management education reflects our conviction to find new ways to address the formidable challenges facing business and society today. Being part of a business school with a strong social agenda gives our MBA an advantage when attracting the world’s most talented students.”

Eoghan O’Sullivan, MBA Admissions Manager, Trinity Business School





“Trinity Business School recognises the need to radically alter how and what we teach in all of our business school programmes. Continuing to teach ‘business as usual’ which will exacerbate the climate emergency and biodiversity crisis is no longer something we can countenance.”

Martha O’Hagan-Luff, Associate Professor of Finance,
Trinity Business School



Operations

We embrace the entrepreneurial spirit of the School in guiding our operations and ensure we develop and inhabit our space responsibly.

- Ensure professional staff have the resources they need to continuously improve our services so that we offer a distinctive, high quality support service to students, staff and alumni.
- Deliver an excellent applicant-to-alumni life-cycle experience rated at least 4 or above by students and alumni.
- Deliver on the School goal of developing and inhabiting our space responsibly by conducting a review of how we utilise our space and implementing any recommendations with the aim of improving our environmental sustainability.
- Work constructively with University level services (including AR and IT Services) to improve the systems, processes and policies practices with the goal of increasing efficiency and enhancing the staff and student experience.
- Contribute to the School's Climate Action Agenda by managing operations across a wide range of activities in a sustainable manner.

"Contributing to an egalitarian world in which resource inadequacy does not prevent someone from achieving their dreams is one of the reasons why I joined Trinity Business School."

Rangan Das, MBA student



"Green and eco-sustainable thinking is a key part of our culture at Trinity Business School. This strategy challenges us to co-create new ways to become more eco-sustainable across all our operations. It will be a collective effort that will drive further collegiately within our School."

Pamela Hennessy, Head of Business Development & Operations, Trinity Business School





“Trinity Business School’s mission to transform business for good resonates with the complexities of life today. We live in a time of unprecedented political upheaval and of major disruption to public health. We are challenged by rapid urbanisation, huge migration and extensive digitalisation. It is a time in which climate-change and biodiversity depletion are advancing at a perilous pace, and we live in a world where systemic inequity persists. Through this plan, Trinity Business School shares its vision of how we aspire to prepare our graduates and faculty to face these challenges with appropriate skills and an ethos of inherent ethics and professionalism.”

Professor Orla Sheils, Vice-Provost/Chief Academic Officer & Professor of Molecular Diagnostics, Trinity College Dublin



We have grown exponentially and firmly secured our place among the top business schools in the world. The initiatives outlined in this strategic plan represent a significant advancement for the School. The targets we have set are bold and their pursuit will require the support of our entire community. We invite you to join us in taking this ambitious stride towards achieving our vision.

Let's Transform Business
for **Good, together.**



Printed on Edixion Offset paper, made from a mix of FSC-certified forests and recycled materials, and printed with sustainable soya and linseed based inks.



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Trinity Business School

Trinity College Dublin, Dublin 2, Ireland
T. +353 (0)1 896 4867 E. business@tcd.ie

[tcd.ie/business](https://www.tcd.ie/business)

 [@tcdbusiness](https://twitter.com/tcdbusiness)

 [TrinityBusinessSchool](https://www.facebook.com/TrinityBusinessSchool)

 [tcdbusinessschool](https://www.instagram.com/tcdbusinessschool)

 [Trinity Business School](https://www.linkedin.com/company/Trinity-Business-School)

 [Trinity Business School](https://www.youtube.com/Trinity-Business-School)