

UNIVERSITY COLLEGE DUBLIN



THEMATIC QUALITY REVIEW OF UCD'S
RESEARCH INSTITUTES

QUALITY IMPROVEMENT PLAN

MAY 2014

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INTRODUCTION

The Thematic Quality Review of UCD's Research Institutes provided an excellent opportunity for the Directors of these Institutes and the wider University Research management to review the purpose, contribution and oversight of the Institutes. The Coordinating Committee wishes to take this opportunity to thank the Review Group for their time, advice and their recommendations which we will address in this Quality Improvement Plan.

The intervening time between the visit of the Review Group in November and the development of this Quality Improvement Plan has been a period of great change within University College Dublin. The arrival of the new President, Prof Andrew Deeks, brought with it changes to the management and governance structures of the University leading to more streamlined structures which have filtered down to the various academic units, the Institutes included (See Appendix I). These changes have meant the introduction of a single consolidated University Management Team (UMT) with four new subcommittees overseeing priority areas of

- Research Innovation and Impact,
- Education,
- Student Experience,
- Global Engagement.

As was discussed with the Review Group during the site visit, the reporting line for the Research Institutes is via the Office of the VP for Research and this role has also undergone significant change over the course of the last few months. Following the end of Professor Des Fitzgerald's tenure as VP Research in February, the President decided to expand the remit of the role by merging the two portfolios of Research and Innovation and adding the increasingly important area of Impact to the position. Professor Orla Feely was appointed to the position of VP for Research, Innovation and Impact (VPRII) in March and sits on the UMT both in her role as VPRII as well as College Principal for the Institutes.

For the Institutes, these changes at University level have meant the disbandment of the Governance or Oversight Boards together with the Research Institutes Sub Committee (RISC) which was a subcommittee of the UMT Academic. The University Institutes Board (UIB) is now the formal forum for Institutes reporting and for the Directors to raise with the VPRII any issues which require the input or decision of the UMT.

The changes outlined above together with the development of the University Strategy 2014-2019 (which is hoped to be published in September) represent an ideal opportunity for UCD to build upon the work of the Review Group and reconsider the role, purpose and management of the Institutes. In line with this there are a number of new initiatives either in development or in progress which we believe will help to address the recommendations of the Review Group.

This Quality Improvement Plan was developed by the Institute Directors and Managers (the six that were the subject of the review) together with the Director of Institutes and Programmes, the Director of Research Finance and Operations and the Major Programmes Project Manager within UCD Research. They are listed below

CASL	Mike O'Neill	Tara Byrne
Conway Institute	Walter Kolch	Elaine Quinn and Michael O'Sullivan
Earth Institute	Gregory O'Hare	Aideen Hartney
Geary Institute	Philip O'Connell	Susan Butler
Humanities Institute	Gerardine Meaney	Valerie Norton
Institute for Food & Health	Dolores O'Riordan	Geraldine Quinn
Director of Institutes and Major Programmes		Triona McCormack
Director of Research Finance and Operations		Sharon Bailey
Project Manager, Institutes and Major Programmes		Deirdre Clayton.

CATEGORIES	TIMESCALE
<ol style="list-style-type: none"> 1) Recommendations concerning academic, organisational and other matters which are entirely under the control of the unit 2) Recommendations concerning shortcomings in services, procedures and facilities which are outside the control of the unit 3) Recommendations concerning inadequate staffing, and/or facilities which require recurrent or capital funding 	<ol style="list-style-type: none"> A. Recommendation already implemented B. Recommendations to be implemented within one year C. Recommendations to be implemented within five years D. Recommendations which will not be implemented

ABBREVIATIONS

EAB – External Advisory Board

HoS – Head of School

OVPRII - Office of the Vice President for Research Innovation and Impact

RIIG – Research, Innovation and Impact Group, membership of which is detailed in Appendix II (reports to UMT).

UIB – University Institutes Board

UMT – University Management Team

VPRII - Vice President for Research, Innovation and Impact

ACTION PLAN

Rec #	Recommendation	Category	Action Plan	Timescale
Num: 1	Periodically Review the individual missions of the Institutes and reflect whether these need to be adjusted to changing circumstances, or indeed whether new Institutes need to be established and /or existing ones phased out or subsumed into new initiatives.	1/2	The University is currently undergoing a consultative process with each academic and support unit in order to develop the next Strategy 2014-19. The newly established RIIG (a number of Institute Directors have been selected as members) is working closely with UMT around the research element of this strategy, developing structured links between the academic units (Institutes included) and the University wide process.	A (UMT)
Para 2.1	Each Institute should be encouraged to match its trajectory according to the Development Roadmap put forward following the CIRCA report and included as Appendix V of the SAR to facilitate medium and long term planning.	1	<p>In parallel, an exercise is being led by UCD Research in consultation with internal Steering Groups and external Advisory Boards to develop strategies for each of the University's priority research themes. These are at various stages of development and as these themes are worked through, the academic units best placed to implement these strategies are identified. In some cases (i.e. Energy) new Institutes have been established to fulfil a role within the priority area in question. In other instances the mission and focus of individual Institutes have been adjusted to fit with changing internal and external priorities (i.e. Conway Institute enhanced focus on Translational and Systems Medicine).</p> <p>To date no Institute has been phased out or subsumed, however, UCD Research will be re-evaluating the Institutes model over the coming months and consideration will be given to the role and purpose of the Institutes within the University.</p> <p>Each of the Institutes will be asked to map themselves back to the Development Roadmap as part of a revised Annual Planning process to be implemented for the upcoming year.</p>	<p>A (UCD Research)</p> <p>B (UCD Research)</p> <p>B (Directors/Managers)</p>

Rec #	Recommendation	Category	Action Plan	Timescale
Num: 2	Ensure that the ethos of the Institutes provides for an environment which is not perceived by Institute members or their colleagues simply as a 'research hotel' or as an academic silo.	1	Work is already underway at UMT level to develop closer links between the Institutes, Schools and Colleges that will be tasked with the implementation of the University's new Strategy 2014-2019.	A (UMT)
Num: 9	Review the membership model for the Institutes with the aim of having a transparent flexible model that each Institute can mould for its purpose.	1	In line with this, UCD Research will work with the Institute Directors and Managers to develop a revised Annual Planning process. Directors will be asked to engage in a consultative process with the HoS of their cognate schools and relevant leaders within the College structures (i.e. Research Executive) to develop their Institute Annual Plan before it is submitted to the VPRII for approval. In developing the Annual Plan it is expected that greater consultation will take place at every level. This will lead to increased alignment of research priorities, closer co-operation in terms of resource development, closer consultation regarding academic recruitment, and greater attention to impact of research in industry and policy arenas.	B (UCD Research and Directors/Managers)
Num: 11	Provide a clear statement of expectations in terms of the roles and responsibilities associated with the membership of the Institutes.	1	UCD identifies the Institutes as places of 'research excellence' and with this in mind the definition of 'research active' will be reviewed and agreed across the Institutes. A set of KPIs will also be developed which can be used to measure progress across the breadth of disciplines covered by the Institutes. A common set of principles around Institute membership will be developed which can be moulded locally to suit operational and disciplinary differences. This will be developed in tandem with a clear set of responsibilities and benefits of membership which members will be required to meet in order to retain membership.	B(UCD Research and Directors/Managers) B(UCD Research and Directors/Managers)

Rec #	Recommendation	Category	Action Plan	Timescale
Num:3	Promote the view that strong disciplines are essential for underpinning interdisciplinary work.	1/2	The Institute Directors and VPRII agree that the School is the most appropriate location for strong disciplinary research. The core disciplines within the Schools are seen as essential to UCD responding to global challenges. However, addressing these challenges successfully also requires a multi-disciplinary approach and Research Institutes are often well placed to enhance the impact of research through links with industry and policy makers. Moreover, Institutes can often deliver the supports and infrastructures required for this type of research more efficiently than fragmented resources across individual Schools. As part of the development of the University's Research Strategy, UCD Research is reviewing the research support resources currently distributed across Schools, Colleges and Institutes. The Institutes as a collective will be part of a discussion with College Principals to deliver a research support model that maximises efficiencies across all disciplines, Schools and Institutes.	C (UCD Research, VPRII and Directors/Managers)
Num:4	Recognise that while there are clear advantages in having Research Institutes in some well defined areas, the Schools are otherwise the appropriate places to initiate and promote research.	1/2	The integration of the development planning for Institutes (via redesigned Annual Planning process and the ongoing strategy development process) with the overall research development planning for Colleges and Schools, together with the support of the VPRII will collectively ensure that the optimum structures and processes to facilitate research are embedded within the Schools.	

Rec #	Recommendation	Category	Action Plan	Timescale
Num: 5	There is a lack of clarity about how the Colleges-Schools-Institutes participate in the development and ranking of the University research priorities. Undertake measures to ensure that the University's research priorities and those of the Colleges-Schools-Institutes are full aligned. It is vital that members of the Schools-Institutes share and own the University research agenda.	2	The University is currently undergoing a consultative process with each academic and support unit in order to develop the next Strategy 2014-2019. The newly established RIIG is working closely with UMT around the research part of this strategy and is developing structured links between the units and the University wide process.	A/B (UMT and RIIG)
Para 2.15	Continue Horizon Scanning so there is awareness of newly emerging research areas and the next generation of grand challenges. Establish a mechanism whereby Schools-Institutes can have regular discussions to identify emerging areas of research and areas where collaboration would be beneficial. These discussions should inform UCD Research and the university's research priorities.	1/2	An exercise is being led by UCD Research in consultation with internal Steering Groups and external Advisory Boards to develop strategies for each of UCD's priority themes. This involves internal consultation and an external horizon scanning process following which the strategies are drafted for final input and approval. Engagement with external stakeholders (funding agencies and policy makers) has been a critical part of the strategy development process. The strategies are at various stages of development and as they are worked through, the academic units best placed to implement these strategies are identified. A revised Annual Planning mechanism for the Institutes will include a consultative process with the HoS and relevant College leadership, leading to greater alignment in research priorities, resourcing and recruitment.	A (UCD Research and relevant academics) B (UCD Research and Directors/Managers)

Rec #	Recommendation	Category	Action Plan	Timescale
Num:6	Ensure that there is coordination between the Institutes, UCD Research, Nova and the Schools in their engagement with national agencies and industry.	2	Since the Review the role of VP Research has undergone significant change. Following the end of Professor Fitzgerald's tenure, the University decided to expand the role by merging the two portfolios of Research and Innovation and adding the increasingly important area of Impact to the position. Professor Orla Feely was appointed to the position of VP for Research, Innovation and Impact in March and the support units of UCD Research and UCD Innovation now report to the VPRII. In addition, the University recently launched the UCD Enterprise Gateway to enhance UCD's partnerships with business and cultural enterprises, and coordinating UCD's approach to stakeholder engagement, particularly with industry. The Enterprise Gateway acts as a signposting facility for stakeholders to engage with the research and innovation taking place within the University. (http://www.ucd.ie/research/workingwithus/enterprisegateway/)	A
Num: 7	Clarify the role of Institute Directors, their mode of appointment and job description.	2	<p>The role and responsibilities of Institute Directors are very clearly detailed in the individual Job Descriptions which are used to advertise and recruit for the positions in each instance and this has been welcomed by the Directors.</p> <p>However, what is less clear is how this role interacts with the University as a whole. The President's Office has recently published a paper detailing the role of the Head of School within the University and the support structures which the University will put in place in recognition of the significance and challenges of the role. The Institute Directors, together with UCD Research will seek to work with HR in order to develop a similar paper for Institute Directors.</p>	<p>A (UCD Research)</p> <p>B (UCD Research, Institute Directors and HR)</p>

Rec #	Recommendation	Category	Action Plan	Timescale
Num: 8	Review the role of the Oversight and External Advisory Boards of the Institutes to ensure that they are effective. There is lack of clarity on how University management engages with and responds to the advice provided by these Boards.	1/2	<p>A simplified set of governance and management structures have been introduced at University level, filtering down to the Schools and Institutes. The Institutes report to the VPRII who in turn has a seat at the UMT. As such, the formal Oversight Boards within the Institutes have been disbanded (although in some cases Institutes have decided to retain membership in an informal advisory capacity). External Advisory Boards (EAB) remain in place and meet approximately every 24 months.</p> <p>A revised Annual Planning process whereby the Directors engage in a consultative approach (with research leadership within cognate Schools and Colleges) will help to embed a sense of shared responsibility for the success of Institutes within University structures. As part of this planning each Director will be asked to consider the recommendations of their EAB in light of the restricted financial resources of the University and will be encouraged to develop realistic plans to accept or mitigate the risk areas raised by their EAB. However, the success of such a move towards closer engagement will depend heavily on the direction and leadership of University senior management. As such the Institute Directors, together with UCD Research will seek to draft a paper for UMT outlining a revised approach to management planning for the Institutes.</p>	<p>A</p> <p>B (UMT, UCD Research and Directors/Managers)</p>

Rec #	Recommendation	Category	Action Plan	Timescale
Para:3.12	There is no obvious preferable alternative to the present funding model, though careful investigation of other funding models successfully in operation elsewhere would be beneficial.	3	The Research Institutes currently sit within the University’s governance, management and financial structures and as such annual funding is via a top slice of the University’s budget. There are many different operational models for Institutes internationally and UCD Research will establish a working group to consider alternative viable funding models over the coming year. However the implementation of any changes to the funding model would require significant changes to the University structures within which the Institutes operate and it is not envisaged that such changes could be implemented in the shorter term.	C/D (UCD Research)
Num: 10	Extend as far as possible the benefits enjoyed by researchers and students who are members of Research Institutes to the population of researchers and students beyond their walls.	3	<p>In cases where there are no additional financial or resource implications, Institutes already provide a value to the wider academic population who are not Institute members. Examples include open invitation seminar series or in providing access to core technology facilities or to data facilities (in the case of core technologies, members and non-members alike are charged for this resource).</p> <p>However, the current funding model together with the inability of Institutes to generate an additional income stream prevents the wide scale roll out of services and supports to non-institute members.</p> <p>Actions which will be undertaken to address numbers 4 and 11 will go some way to addressing this recommendation – by working to maximise efficienes in the research support model and by clarifying the responsibilities and benefits of institute membership.</p>	A
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Rec #	Recommendation	Category	Action Plan	Timescale
Num: 12	Encourage the Institutes to become more involved with public engagement, knowledge transfer and planning for and delivering impact with the intended impact and the potential users of research identified from the outset.	1/2	One of the metrics against which the Institutes are measured annually is that of 'Profile' which includes branding, outreach and communications. Each year the Institute is asked to identify its target audiences and key messages together with the intended impact they intend to achieve in the forthcoming year. This is measured quarterly and reported to the UIB. All of the Institutes are already engaged in significant outreach and communications initiatives (listings of which can be found in the events section of each website) however, cuts in funding have impacted on their ability to deliver in this area.	A
Num: 13	Encourage the Institutes to develop, in collaboration with the Schools and Colleges within a framework developed with UCD Research, measures which appropriately capture a suitable range of 'value added' measures.	3	<p>There is currently a University wide focus on developing methods to capture and communicate the impact of the diverse research that takes place in UCD. The intentions of the University in this regard have been signalled by the recent (March 2014) introduction of an 'impact' portfolio to the role of VP Research and Innovation. Much work has already been done in this area (e.g. Beyond Publications working group) and as part of the University wide strategy planning process UCD will strive to develop a set of measures to meet its impact objectives. This is likely to be over the short to medium term.</p> <p>As has been mentioned, UCD Research, together with the relevant Institute Directors and other academic leadership, is leading out the development of research strategies for each of the University's thematic priorities. As part of the implementation planning for each of these strategies, a profiling and communications programme will be developed. This will identify the individual researchers and programmes to lead UCD's communications around each area and this will be underpinned with training and media planning.</p>	C (RIIG/UMT)

Rec #	Recommendation	Category	Action Plan	Timescale
Num: 14	Encourage the Institutes to become much more involved in developing structured international linkages.	1	<p>Some of the Institutes have already dedicated substantial time and effort to identifying key regional partners with whom to partner, particularly in targeting H2020 funding. As an example the Institute for Food and Health has identified UCD Davis in the US and China Agricultural University in China as strategic partners and much work has gone into building structured and sustainable relationships at a programmatic level with these entities. . Similarly the new Energy Institute has identified DTU in Denmark, NREL in the US and Tsinghua University in China and has put much effort into building these relationships. UCD Geary Institute is developing strong linkages with RTI International in North Carolina</p> <p>As part of the revised Annual Planning process, each Institute will be encouraged to identify thematic areas which have the potential to be internationalised and in doing so prioritise those that are complementary to programmes which exist internationally with a view to developing strategic partnerships.</p> <p>As with impact, there is renewed focus at the University level on identifying UCD’s strategic international partners and the concept of UCD as Ireland’s Global University. The UMT is currently in China to review UCD’s existing engagements and discuss plans around future operations and a Global Engagement Strategy Group has recently been established under the UMT structure. The Institutes will have a key role to play in implementing the recommendations around internationalisation that arise from these discussions.</p>	<p>A</p> <p>B (Directors/ Managers)</p> <p>C (UMT/Inter nationalisat ion Group)</p>

Rec #	Recommendation	Category	Action Plan	Timescale
Num: 15	Clarify the relationship between the Schools-Institutes – Graduate Schools with regard to the provision and resourcing of modules, seminars, master classes and relevant placements for PhD students.	2	Institutes play a leading role in the advanced training and education of researchers at UCD and in representing UCD’s research capabilities to industry, government and policy makers via seminar series, policy workshops, technology training, summer schools, hosting industry visits etc. However, current structures would indicate that the University clearly views that the responsibility for provision of education and training rests solely with the individual Schools with the Institutes having no role in the delivery of research education. As such, without a change to these structures it may not be viable for the Institutes to continue to provide ad hoc support such as running seminar series etc. In the absence of a policy decision which supports the delivery of multi-disciplinary education underpinned by quality research, the Institutes will be forced to reconsider any resources they currently dedicate to this area as part of their Annual Planning process for 2014-15. This is particularly the case in light of further cuts to Institute budgets in the next academic year. To do so would represent a great loss to the institution.	B (UMT)
Num: 16	Delineate more clearly the roles of the Institutes and of the university level systems in providing support to the academics in the preparation of research bids and in managing research.	1/2	As the University strategy for research moves into implementation phase, UCD Research will carry out a mapping exercise to identify where the research support resources currently sit within each area and consider whether this best meets with the needs identified within the strategy. This will include a discussion on the appropriate resourcing structures and supports as well as consideration to the mix located centrally and locally. A clear set of responsibilities and benefits of membership which will include clarification around the research supports that members can expect to enjoy.	B (UCD Research) B (UCD Research and Directors/Managers)

Rec #	Recommendation	Category	Action Plan	Timescale
Num: 17	Seek a creative solution to the lack of secure employment pathways for early career researchers by providing scaffolded support for entrepreneurialism and innovation.	2	UCD Enterprise Gateway will act as a ‘front door’ into the University for external stakeholders, particularly industry, in their engagement with UCD’s research and innovation activities. A related part of its mandate is to establish more formalised links with UCD’s many industry partners so that both the company as well as the researchers can benefit from funding mechanisms which support closer industry-academia partnerships. A mapping exercise is already underway to categorise these funding mechanisms and match them back to UCD’s priority research areas. Examples include the IRC Employment based PhD Programme and Enterprise Ireland’s Commercialisation Programme which are being supported by the Enterprise Gateway. In addition, the UCD Innovation Academy offers accredited modules to PhD students as well as training courses for undergraduates, jobseekers and education professionals on entrepreneurial thinking, problem solving, opportunity generation and others. Many of the Institutes host graduate programmes, elements of which address innovation and entrepreneurship UCD was the first University nationally to develop and implement a Research Careers Framework (RCF) which established a structured skills and early career development model for Post Doctoral Researchers. Under The RCF UCD Research Skills and Career Development Support was introduced with funding for a position dedicated to career advisory for Post Docs. These supports include training and development in transferrable skills (communications, project management, innovation and entrepreneurship) as well as providing career development in the form of consultations, seminars, interview training and industry one to one sessions.	A

REVIEW OF UCD MANAGEMENT AND GOVERNANCE

While the current management and governance structures of UCD have allowed a significant amount of change to occur over a relatively short period of time and facilitated important initiatives, feedback suggests that decision-making lines are not clear. There is a lack of understanding of how decisions are made and the processes that should be followed in order to get a decision made, despite a perception that the amount of administration undertaken and the number of committees we have seems higher than ever before.

In reviewing the situation we have distinguished between university management, academic governance and university governance as follows:

- A. The primary responsibilities of the University's management structure are:
 - to develop a mission, vision and strategic plan for ratification by the governing authority;
 - to manage the resources of the university (including human, financial, capital and non-capital resources) effectively to achieve the stated vision;
 - to enhance the performance and reputation of the university.
- B. The primary responsibilities of the University's academic governance structure are:
 - to develop and implement policies and procedures which govern the content and quality of academic programmes delivered by the university;
 - to assure the quality of the programmes and the graduates;
 - to develop and implement policies and procedures through which standards of academic research and scholarship are assured, and through which research is undertaken in an ethical manner.
- C. The primary responsibilities of the university governance structure is to give assurance to stakeholders that the University is being managed effectively in accordance with the Universities' Act, and that public resources are being used properly and effectively. It does this through approving the strategic plan, by monitoring progress against the plan and key performance indicators, by having oversight of major strategic and financial decisions, and by ensuring proper financial oversight and audit procedures are in place. It also approves policies and procedures of academic governance, and maintains oversight of the application of these procedures.

Although some academics question the increased role of management in universities, the modern university is both an academic community (requiring effective academic governance) and a complex business raising the majority of its funding competitively (requiring effective management). The Government and the public, as the owners and part funders of the university are increasingly asking for more accountability (requiring effective university governance).

University Governance – provided by the Governing Authority and its subcommittees. Both the UCD institutional review and the Government's higher education strategy flag reform of the Governing Authority as a priority, citing overseas models of smaller GAs with a higher proportion of external members selected on the basis of ability. There is some evidence that the UCD GA may have from

time to time become engaged in management and management issues, and at times may have become distracted from its governance role. However, we are not convinced that significant reform of the membership is necessary at this stage, and wish to work with the new GA to help it fulfil its governance role. During the course of this term the GA should review the appropriateness of its membership to its role.

Academic Governance – provided by the Academic Council and its subcommittees. The UCD system of academic governance is well developed and generally effective. However, recent expansion of the membership of Academic Council may have distracted from its primary role. The Academic Council should review its membership and the structure and composition of its subcommittees over the next six months. Three subcommittees appear to be management groups rather than academic governance groups: Education Strategy Board, Research Strategy Board and Committee for Internationalisation. Equivalent Groups will be established as sub-groups of UMT, and we recommend Academic Council formally disband these boards and this committee.

University Management – provided by UMT in its various forms, the Budget Review Committee, College and School Executives, Research Institute Boards, etc. However, decision making and communication lines are unclear, and a large number of people are involved in the various forms of UMT. Effective management practices suggest that the number of management groups should be kept to the minimum number possible, and the number of people on each group should also be kept to a minimum number. There should be no member of a management group who reports to another member of the same group, with the exception that multiple members of the group may report to the chairman. The chairman should not report to a member of the group.

Consequently the new management structure will have a single consolidated UMT of 11 people, as shown in Attachment 1. Other senior managers will attend by invitation when items relevant to their portfolios are discussed. Four new subgroups of UMT will oversee our priority areas, addressing the business of the three Academic Council subcommittees dealing with management issues and business formerly handled by the VP Students. These new groups are Research, Innovation and Impact Strategy Group, Education Strategy Group, Student Experience Group, and Internationalisation Strategy Group. Other UMT groups will either be reconfigured as subgroups of UMT making recommendations to UMT, or disbanded with their business being handled by UMT.

From a management point of view, the University consists of a number of categories of academic and support units. These are outlined in Attachment 2. The fundamental academic units are the Schools, which are grouped into Colleges. According to statute, all academic staff should be members of a School and College, although some may be joint appointments across more than one School or College. Institutes and Centres should be umbrella units facilitating academic activities. In the current situation there are a number of organisational academic units which fall outside the standard categories described, and we will look at the desirability of regularising them during the strategic planning process.

In principle management decisions should be made at the most appropriate organisational level, and should be made in keeping with the university strategy and policies. Where resource implications are within the envelope of a School, decisions should be made at School level. Where resource implications are within the envelope of a College, decisions should be made at College level. Where resource implications are outside the envelope of a College, decisions should be passed to the UMT.

However, where the risks of a decision extend beyond a School, decisions should be passed to the College, and where the risks extend beyond a College, decisions should be passed to the UMT. In Support Units, management decisions should be made by the Directors where resource implications are within their existing resource envelope, and referred to their UMT line manager where the resource implications exceed their resource envelope or the risks extend beyond their support unit. Significant decisions made at any level should be reported both up and down the management line. Current practice in some areas deviates from these principles, and over the coming months we will look at the desirability of regularising our management processes. In the meantime clear communication up and down the management lines is essential.

Items for decision or noting by UMT must comply with the following procedure. Proposals and communications from individuals, groups, support units, schools and colleges must be made in the form of a short paper, indicating the action required by the UMT (e.g. any decision required, any resource implications), and must be communicated through relevant line managers (e.g. School Head and College Principal or Director of Support Unit and UMT line manager). The completed paper must be forwarded to the Academic Secretariat with a pro-forma cover sheet (Attachment 3).

Professor Andrew J Deeks

Professor Mark Rogers

President

Registrar & Deputy President

ATTACHMENT 1

The revised UMT membership will be as follows:

- President (Chair), Professor Andrew Deeks
- Acting Registrar and Deputy President (Deputy Chair), Professor Mark Rogers
- Bursar/VP Finance, Mr Gerry O'Brien
- VP Research, Professor Des Fitzgerald – **Note: Professor Orla Feely is now the UCD VP for Research, Innovation and Impact.**
- Principal, UCD College of Agriculture, Food Science and Veterinary Medicine, Professor Michael Monaghan
- Principal, UCD College of Arts and Celtic Studies, Professor Maeve Conrick
- Principal, UCD College of Business and Law, Professor Ciarán Ó hÓgartaigh
- Principal, UCD College of Engineering, and Architecture, Professor Gerry Byrne
- Principal, UCD College of Health Sciences, Professor Des Fitzgerald
- Principal, UCD College of Human Sciences, Professor Brian Nolan
- Principal, UCD College of Science, Professor Joe Carthy

For specific issues in their areas of responsibility, other Senior Managers will be in attendance by invitation.

A Heads of School Forum consisting of the President and School Heads will replace UMT Plenary. This Forum will meet every six weeks (or twice per semester).

A number of groups will report to UMT. These groups will support the UMT by presenting recommendations on specific priority areas and/or undertaking initiatives as directed by UMT.

1. The Research, Innovation and Impact Group will undertake the management business of the Research Strategy Board, and be chaired by VP Research.
2. The Education Strategy Group will undertake the management business of the Education Strategy Board, and be chaired by Registrar.
3. The Student Experience Group will undertake the management business of student services including operational systems, extra-curricular activities and pastoral care. It will be chaired by the Registrar.
4. The Internationalisation Strategy Group will undertake the management business of the Committee on Internationalisation, and will be chaired by the President.
5. The Capital Projects Group will retain its current membership and will be chaired by the President. The group will make recommendations to UMT following each of its meetings.
6. The Communication and Branding Group will replace the UMT Communications, Marketing and Student Recruitment. The President will no longer be a member and the group will be chaired by the Registrar.
7. The Human Resources Group will report directly to UMT rather than to UMT Academic.
8. The Budget Review Group (replacing the Budget Review Committee), will become an advisory group to UMT. The remit of this group will be reviewed by the UMT.

UMT Academic and UMT Finance and Operations Group will cease to meet, as their business will be handled by the UMT.

ATTACHMENT 2

UCD management units

Schools – the conventional academic management units of the university. On management matters the School Executive is advisory to the Head of School, who reports to the College Principal. On academic governance issues the School Executive functions as a committee and reports to the College Executive through the Head of School.

Colleges – Schools report to Colleges through Head of School representation on the College Executive. The College Executive is advisory to the College Principal on management matters, who reports to the President. On academic governance issues the College Executive functions as a committee and reports to Academic Council through the College Principal.

University Institutes - umbrella units which link up academics across a number of colleges. Normally the director of a university institute will report to the VP Research. There will be a University Institutes Board which is advisory to the VP Research on management matters.

College Institutes - umbrella units which link up academics across a number of Schools within a College. Normally the director of a college institute will report to the College Principal and will be a member of the College Executive.

School Institutes - umbrella units which link up academics within a single School. Normally the director of a school institute will report to the Head of School and will be a member of the School Executive. Academic Centres - simple organising structures to support research and activities related to research. Academic Centre Directors report to the relevant Head of School, College Principal or where relevant a University Vice President.

Support Units – underpin the effective operation of the University and the delivery of its mission. Support Unit Directors report directly or through line management to the President, the Registrar, the Bursar or the VP Research.

Orla Feely – Chair and VP Research, Innovation and Impact

Stephen Gordon – Vice Principal for Research and Innovation, School of Veterinary Medicine

Porscha Fermanis – Vice Principal for Research and Innovation, College of Arts and Celtic Studies

Susi Geiger – Vice Principal for Research and Innovation, College of Business and Law

Tony Fagan – Vice Principal for Research and Innovation, College of Engineering and Architecture

Cormac Taylor – Vice Principal for Research and Innovation, College of Health Sciences

Alun Jones – Vice Principal for Research and Innovation, College of Human Sciences

Martin Albrecht – Vice Principal for Research and Innovation, College of Science

Brendan Cremen – Director, UCD Innovation

Triona McCormack – Director, UCD Research

David McHugh – Vice Principal for Research and Innovation, School of Agriculture and Food Science.

Co-opted:

Julie Berndsen – Dean of Graduate Studies and Deputy Registrar.

Barry Smyth - CEO of the Insight Centre for Data Analytics

Walter Kolch – Director of the UCD Conway Institute and SFI funded Systems Biology Ireland

Lorraine Hanlon – School of Physics Professor and Chair of UCD Science Promotion and Outreach.

Dolores O' Riordan – Director of UCD Institute for Food and Health and Lead PI on the EI funded Food Health Ireland.