



University College Dublin

REPORT OF THE PRESIDENT

SEPTEMBER 2008 – AUGUST 2009



**Report of the President
University College Dublin
National University of Ireland, Dublin**

September 2008 – August 2009

For presentation to the Governing Authority of
University College Dublin, National University of
Ireland, Dublin at its meeting on 15 December 2009.

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Image on front cover:

The sculpture *Rendezvous* by Bob Quinn in bronze and stone, situated beside the lake on the Belfield campus, is part of the UCD Sculpture Trail which the university is building through acquisition and donation.

Images on page 1

1. Hilary M. Weston, philanthropist (centre), received an honorary degree of Doctor of Literature on Bloomsday, 16 June 2009; she is pictured with Prof. Brigid Laffan, Principal, UCD College of Human Sciences and Dr Hugh Brady, UCD President
2. Iconic rock singer Roger Daltrey of The Who received the James Joyce Award from the UCD Literary and Historical Society in March 2009
3. James Lovelock (pictured left), the British scientist often described as ‘the prophet of climate change’, took part in a public conversation with Prof. Frank Convery, Director of the UCD Earth Institute, before an audience of over 600 people at UCD O'Reilly Hall in April 2009
4. Leading businessmen Dr Michael Smurfit and Denis O'Brien were among the guests at UCD Business Schools Centennial Dinner held at UCD Michael Smurfit Graduate Business School in April 2009
5. Leading entrepreneur and philanthropist Philip Berber received the UCD Quinn School Alumnus of the Year award from the President of Ireland, Mary McAleese, at UCD Business Schools Centennial Dinner held at UCD Michael Smurfit Graduate Business School in April 2009
6. In January 2009, the UCD Confucius Institute with the Chinese Students and Scholars Association of Ireland celebrated the Chinese Year of the Ox at UCD O'Reilly Hall. Pictured (from left) Zhang Bin, acrobat; with Jiang Junlei, UCD BComm student
7. UCD Boat Club was triumphant again in 2009, claiming the Gannon Cup for the 35th time

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Introduction by Dr Hugh Brady, UCD President

Vision

As we look forward to our next Strategic Plan, UCD can, I believe, be very proud of the achievements to date in implementing the vital reforms and developments laid out in the *UCD Strategic Plan 2005–2008*. The modularised *UCD Horizons* curriculum has been implemented and well received by students, and the restructuring of UCD into five Colleges, 35 Schools and a number of multidisciplinary research institutes has resulted in a dynamic matrix structure that builds on the strengths of UCD's core academic disciplines, and allows for better cross-university collaboration and interdisciplinary research and learning.

UCD has always been committed to the twin ideals of building a thriving, prosperous nation through the creation and dissemination of knowledge, and preserving and exploring its heritage. While this balance must be maintained, the scale of the current national and international economic crisis places an onus on UCD to commit its considerable intellectual resources to the rebirth of economic prosperity and the development of a sustainable future. Our ambition is to more effectively link education, research and innovation so that an increasing cohort of students can rapidly convert knowledge, ideas and inventions into the development of life-enhancing products, services and policies, in a manner that will enrich all aspects of social and economic life in Ireland and beyond.

To this end, UCD continues to forge important strategic partnerships, and key among these is the *TCD/UCD Innovation Alliance*, which sees the two universities work with the State, the business and venture-capital communities and other stakeholders to develop a world-class ecosystem for innovation, thus playing a key role in driving enterprise development, and sustainable high-value jobs creation. The *Innovation Alliance* itself is intended to be part of a wider national recovery programme leading to, in government's own terms, a 'smart economy' within which our students and graduates will flourish.

It is a national imperative to increase the numbers of our people in higher education. UCD has again played a major role in this national strategy, increasing its student

population by almost 4% in the period 2008/09. CAO first preferences for UCD rose again by some 6%. Despite financial constraints, the university continues to maintain and augment academic offerings at both third and fourth level through strategic use of available funding and the provision of innovative academic and professional programmes.

All of this hard work is paying off and UCD continues to rise in the world rankings. In 2008, the university climbed 69 places in the *Times Higher Education World University Rankings* to 108 – a leap of 111 places since 2006.

Internationalisation

UCD remains strongly committed to internationalisation, a strategy that has multiple benefits for the university and for Irish society. Not alone does this offer our graduates an edge when it comes to international and intercultural experience and language skills, but international student fee revenue continues to be an important source of non-exchequer funding for the university. What is more, the presence of international students in Dublin has important knock-on effects in terms of job creation and economic activity in our broader community. The Dublin Region Higher Education Alliance is working collaboratively to position Dublin as a preferred destination for international students. Implementation of the *UCD International Plan* is being led by UCD International, in partnership with all UCD Colleges and Schools.

Finances

In the current climate, funding has become a more pressing concern as the ongoing pressures on the public finances mean there is no guarantee that our funding from the State will be maintained at its existing level next year. UCD is endeavouring to cut costs wherever possible without compromising the quality of its programmes, and to generate non-exchequer income from fee-paying courses, commercial activity and philanthropic fundraising efforts.

CONTINUED ON PAGE 4



‘The scale of the current national and international economic crisis places an onus on UCD to commit its considerable intellectual resources to the rebirth of economic prosperity and the development of a sustainable future’

Campus development

Despite the financial constraints, UCD has secured the funding for a four-year €220 million capital development programme that will see a major transformation of campus academic, residential and leisure facilities, and so consolidate the university's position as a leading international centre of teaching and research excellence.

The building programme will be guided by the *Gateway Campus Masterplan*, which places a premium on sustainability and landscaping. The following are some of the key developments underway:

- The UCD Science Centre redevelopment will help transform teaching, training, research and innovation activities in science and engineering, and UCD has already achieved the phased delivery of almost 4,000 square metres of refurbished research accommodation. The next stage, the Science Centre South building, is due for completion in late 2010;
- Funded by major philanthropic gifts, the National Development Plan and university resources, the UCD Sutherland School of Law building is now in the design development stage, with completion envisaged for late 2011;
- Enabling works are well advanced for the new UCD Student Learning, Leisure and Sports Complex, which will include facilities for debating, drama, societies, cinema, media, student health and leisure amenities, and a new 50-metre swimming pool and gym. Completion is anticipated for early 2011.

Staff

Of course, UCD's vision to be a world-class research-intensive university cannot be realised without excellence in support for its primary resource – its staff. UCD remains committed to facilitating the fullest development of current staff, and to strategic recruitment of new staff who are recognised as leaders in their fields of expertise.

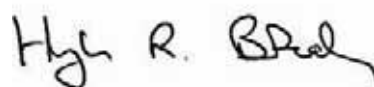
Conclusion

In challenging times, UCD has greatly benefited from the guidance and experience of the Governing Authority. I would particularly like to thank Kieran McGowan, who chaired the Authority from 2004 and who stepped down in February 2009. The university is indebted to him for the advice and support he offered to myself and my Senior Management Team, as we worked to achieve our strategic vision for the university.

I would also like to welcome the Authority's new chairman, Dermot Gallagher, one of the most distinguished civil servants of his generation, who took over the chair in February 2009. While we do not underestimate the challenges faced by the university, we firmly believe that, with Dermot Gallagher in the chair, we have the ability to go from strength to strength.

Many thanks also to Ron Bolger and Adrian Bourke for chairing UCD's Finance and Audit Committees respectively, and to the many alumni and friends of UCD who have generously given of their time to contribute to our boards and advisory committees across the university.

We have made enormous progress in this past year as we endeavour to advance knowledge through high-quality research, scholarship and teaching, and to employ this new knowledge to develop the businesses, products, policies and services of tomorrow. I am confident we can continue this progress over the coming year.



Hugh Brady
President

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A DYNAMIC ACADEMIC STRUCTURE

The restructuring of UCD into five Colleges and 35 Schools, as laid out in the *UCD Strategic Plan 2005–2008*, has been extremely successful, and has resulted in a dynamic, modern university that is more suited to cross-university collaboration and inter-disciplinary research and learning.

Despite financial constraints, the UCD Colleges continue to maintain and augment academic offerings at both third and fourth level through the provision of innovative academic and professional programmes.

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UCD College of Arts and Celtic Studies

ucd.ie/artsceltic

Strategic plan

The UCD College of Arts and Celtic Studies is committed to advancing knowledge and fostering learning in the humanities, through creativity, innovation and excellence in research and teaching. It is also committed to promoting student engagement and active learning, and fostering research-led teaching.

The College is home to the most extensive and dynamic concentration of humanities scholars in Ireland. While continuing to nurture the tradition of the sole scholar, it also promotes research clusters that combine early-stage researchers and established scholars and interdisciplinary inquiry. The College is also conscious of its responsibility to contribute to the wider social and cultural life of Ireland, through its public lectures, publications and other outreach activities, and as the custodian of several priceless collections, including the Irish Folklore Archive, the UCD Archives and the UCD-Franciscan (OFM) partnership.

Developments to date

The completion of the first full cycle of the BA modular degree (2008/09) was an opportune moment for Schools to review their teaching, assessment modes and learning outcomes. While the review indicated that the programme was in good health, the College continues to reflect on how best to deliver quality teaching to a large student body with diverse abilities. The UCD School of English, Drama and Film delivered evidence-based learning modules to 500 level-one students, and the outcomes of this exercise will inform the College's teaching strategy. Meanwhile, the UCD School of Art History and Cultural Policy offered places to the public to attend BA lectures without having to sit exams.

The range of structured programmes for graduate students continues to expand with the rollout of the HEA-funded Graduate Research Education Programme in *Gender, Culture*

and *Identities*, an interdisciplinary programme which includes electronic and distance learning. The UCD John Hume Institute for Global Irish Studies, which represents UCD in the PRTL Cycle 4 Humanities Serving Irish Society consortium, offered a suite of seminars and workshops in conjunction with partner universities.

Once again, UCD humanities scholars produced a vast array of monographs and edited collections in 2008/09. *Phantoms of War* by Professor Anne Fuchs (UCD School of Languages and Literature) was selected by the US publication *Choice* as an outstanding academic publication of 2008 – this was the third consecutive year that UCD humanities scholars received this accolade. Professor Harry White (UCD School of Music) received the Michael J Durkan Book Prize for his book, *Music and the Irish Literary Imagination*, which is dedicated to playwright Brian Friel, recipient of the Bloomsday 2009 UCD Ulysses Medal.

Dr Robert Gerwarth (UCD School of History and Archives) was awarded a European Research Council personal grant of some €1.2 million for a four-year research project, on *Paramilitary Violence, Demobilisation and the Paths to Peace in Europe and the Wider World, 1917 to 1923* – the first such award to a humanities scholar in Ireland and the largest EU research grant for a humanities project in Ireland. The award will boost research in the UCD Centre for War Studies, directed by Dr Gerwarth in collaboration with colleagues in the UCD Schools of Classics, Archaeology, and History and Archives.

UCD Archives reinforced its standing as the major repository for records of the modern Irish state with the acquisition of the Progressive Democrats papers.

The UCD College of Arts and Celtic Studies consists of eight Schools:

College Principal: Professor Mary E. Daly
Deputy Principal: Professor Liam Mac Mathúna
Director of Graduate School: Dr Marc Caball

Vice-Principal for Teaching and Learning: Feargal Murphy
Vice-Principal for Research and Innovation: Professor Gerardine Meaney

UCD School of Archaeology
Head of School
 Professor Gabriel Cooney

UCD School of Classics
Head of School
 Dr Christine Haywood

UCD School of History and Archives
Head of School
 Professor Richard Aldous

UCD School of Languages and Literatures
Head of School
 Professor Jean-Michel Picard

UCD School of Art History and Cultural Policy
Head of School
 Professor Kathleen James-Chakraborty

UCD School of English, Drama and Film
Head of School
 Professor Nicholas Daly

UCD School of Irish, Celtic Studies, Irish Folklore and Linguistics
Head of School
 Professor Liam Mac Mathúna

UCD School of Music
Head of School
 Dr Thérèse Smith

**As of 1 September 2008*



1. The 120ft-long original typescript scroll of Jack Kerouac's seminal novel *On the Road* went on public display at UCD in February 2009. Pictured (from left): Prof. Liam Kennedy, UCD Clinton Institute for American Studies; James Canary, Lilly Library, Indiana University; and Prof. Dick Ellis, Chair American and Canadian Studies at University of Birmingham

2. In June 2009 UCD honoured Ireland's greatest living playwright, Brian Friel, with the Ulysses Medal

3. The Progressive Democrats Party Papers were handed over to UCD Archives in June 2009. Pictured (from left): Prof. Ronan Fanning, PDs founder Des O'Malley and Dr Hugh Brady, UCD President

4. The American Conference for Irish Studies awarded the Michael J Durkan Book Prize to UCD School of Music Professor Harry White for *Music and the Irish Literary Imagination* (Oxford, 2008)

5. Malcolm Gladwell, best-selling author of *The Tipping Point* and *Blink*, delivered his first public lecture in Ireland, hosted by the UCD John Hume Institute for Global Irish Studies at UCD O'Reilly Hall in November 2008

6. Pictured at the launch of the UCD Australian Studies Centre research programme *Memory and the Uses of the Past in Ireland and Australia* in February 2009 were (from left): Australian Ambassador to Ireland, Her Excellency Anne Plunkett; Minister for Foreign Affairs Mr Micheál Martin TD; Prof. Stuart Ward, Keith Cameron Chair of Australian History at the UCD Australian Studies Centre; and the Chair of IRCHSS, Dr Maurice Bric

7. In recognition of their academic excellence, Prof. Anne Fuchs of UCD School of Languages and Literatures (left) and Prof. Stephen Mennell (right) were elected members of the Royal Irish Academy in May 2009, pictured here with Prof. Nicholas Canny, President of the Royal Irish Academy

UCD College of Business and Law

ucd.ie/businessandlaw

Strategic plan

The two Schools in the College continue to operate under the decentralised model noted last year, but with a commonality of strategic direction. There is a commitment to maintaining undergraduate student quality, increasing numbers at graduate and doctoral levels and increasing diversity through recruiting more international students.

The College will continue to drive the volume and quality of research, particularly collaborative research. Finance, innovation, globalisation and sustainability have been identified by the UCD School of Business as key areas for development.

Research and teaching capabilities will be enhanced by increasing faculty numbers; the strategic intention is to hire the best faculty worldwide to teach the best students.

Increased numbers will be catered for through improved student facilities, which, in the case of the UCD School of Law in particular, will lead to new and innovative teaching methods.

The UCD School of Business remains committed to advancing its position in the world rankings as a measure of its commitment to being a truly global business school.

Developments to date

Student numbers continued to grow, although competition for the best undergraduate students remains intense. Growth has come from increased numbers of graduate students.

International student numbers also grew, and make up some 25% of the student body at UCD Michael Smurfit Graduate Business School. New alliances have been forged with Chinese universities which will bring in students at undergraduate and graduate levels.

The College continued to develop its programme offering. The UCD School of Law moved to a four-year cycle for the Bachelor of Civil Law (BCL), and new master's programmes were introduced at both Schools. At undergraduate level, the first UCD Quinn School students went to study in China. UCD Smurfit School's Executive Education unit continued to expand and forged new alliances with major international companies such as Google.

The UCD School of Business, under the auspices of the Global Finance Academy, is leading a Science Foundation Ireland Strategic Research Cluster in an interdisciplinary, inter-varsity research programme in asset and risk management; Principal Investigator is Professor Anthony Brabazon. In addition to providing direct support for the innovation activities of Irish-based international financial services, a pivotal outcome of the research will be the creation of a supply of highly-skilled personnel, trained postdoctoral researchers and PhD graduates, with world-class quantitative modelling skills who will support the future growth of financial service exports. It will mark a step change in the School's research output.

Professor John Jackson took up his position as Dean at the UCD School of Law. The UCD School of Business made five new international academic appointments to strengthen its research and teaching capacity. Professor John Geary of the UCD Business School was appointed to an Honorary Professorship at the University of Modena, Italy. Faculty members continue to be in demand as expert commentators and as members of government boards and advisory groups.

The UCD School of Law progressed its plans for the new UCD Sutherland School of Law building, securing funding, appointing design consultants and agreeing a site. The new building, part funded by the National Development Plan 2007–13 and a major philanthropic gift by Peter Sutherland SC, will mark a major improvement in student facilities as well as facilitating the teaching of new skills in clinical legal education.

The UCD School of Business improved its world rankings results and remains the country's only world-ranked business school. It also celebrated 100 years of business teaching at UCD, which included a visit to the School by President McAleese. A Centennial Scholarship fund launched by the business alumni has attracted strong support. The UCD School of Business was reaccredited by CEMS, the Community of European Management Schools.

The Bain group reviewed the strategy for the UCD School of Business and endorsed its direction and ambitions. Its recommendations are informing the future direction of the School.

The UCD College of Business and Law consists of two Schools:

College Principal: Mr Paul Haran

Vice-Principal for Teaching and Learning: Dr Ann Bourke

Vice-Principal for Research and Innovation: Professor Colin Scott

UCD School of Business

Head of School

Professor Tom Begley

UCD School of Law

Head of School

Professor John Jackson

**As of 1 September 2008*



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1. Pictured before a welcome reception for UCD's new Adjunct Professors in July 2009 were (from left): Michael McDowell SC; Attorney General Paul Gallagher SC; Dr Hugh Brady, UCD President; Michael Collins SC; Dr Angela Ward; and Prof. John Jackson, Dean of UCD School of Law

2. At UCD Business School's Centennial Dinner in April 2009 were (from left): Paul Haran, College Principal; Dr Michael Smurfit; Andrew Flood; Dr Hugh Brady, UCD President; Claire Kennedy; Philip Berber; Lochlann Quinn; and Prof. Tom Begley, Dean, UCD School of Business

3. Dr Robert Shapiro, economic adviser to the Barack Obama campaign, and Dr Michael Kamarck, Wyeth Biotech executive vice-president, with model Yomikno Chen, at the *FDI: What's the Forecast?* seminar hosted by UCD Business Alumni in November 2008

4. At the Centennial Dinner in April 2009 were (from left): Prof. Michael MacCormac, UCD Smurfit School Alumnus of the Year; President Mary McAleese; Philip Berber, UCD Quinn School Alumnus of the Year; and Prof. Tom Begley

5. Prof. Pat Gibbons, Prof. Niamh Brennan and Cyril McGuire at the UCD Business Alumni Summer Ball in May 2009

6. Prof. Tom Begley with full-time MBA Student Award Winner Niamh Mangan at the UCD Smurfit School Annual Dinner in April 2009

7. Lochlann Quinn, chairman, National Gallery of Ireland, and Ronan Murphy, senior partner, PwC, pictured at an alumni event organised by UCD School of Business and UCD School of Art History and Cultural Policy in the National Gallery of Ireland in January 2009

UCD College of Engineering, Mathematical and Physical Sciences

ucd.ie/engscience

Strategic plan

The mission of the UCD College of Engineering, Mathematical and Physical Sciences is to be a leading European engineering and science College, advancing knowledge and fostering innovation in the engineering, mathematical and physical sciences. The College has a major role to play in meeting national and global engineering and science challenges and in realising the smart economy in Ireland through its graduates, intellectual property, innovations and industrial collaborations. It has strong collaborative partnerships with industry and other Irish and international academic institutions, as well as multidisciplinary collaborations with life sciences, medicine and business.

Developments to date

Consolidation of a majority of the College's engineering programmes into a single CAO entry route (DN077), providing the widest variety of engineering discipline choice in the country, has been a major development. At graduate level, six new Master's of Engineering (ME) programmes were introduced: Biomedical; Civil; Electronic and Computer Engineering; Energy Systems; Engineering with Business; and Mechanical Engineering.

The Engineering Foresight group, which was set up to identify opportunities for UCD Engineering over the next 10 years and is chaired by College Deputy Principal Professor Chen-Ching Liu, established engineering research priority themes for the College alongside those from the science Schools.

CAO points for the UCD Science Omnibus programme reached 385, up from 300 the previous year. At 445 points, Engineering Omnibus consolidated its place as the top single-entry engineering programme in Ireland.

As part of its collaboration with industry, the UCD School of Computer Science and Informatics, in association with Google Ireland, launched *Introduction to Computer Science*

and *Programming* (ICSP), a module designed to introduce second-level students to computer science.

The Science Foundation Ireland (SFI) Solar Energy Cluster was officially launched by Dr Fionn Murtagh of SFI along with Professor Don MacElroy of the UCD School of Chemical and Bioprocess Engineering, who is the Lead Principal Investigator.

Three of five new SFI Strategic Research Clusters (SRCs) announced by An Tánaiste and Minister for Enterprise, Trade and Employment, Mary Coughlan TD, involved academics from the College. One of those is the Clique Graph and Network Analysis cluster led by Professor Pádraig Cunningham from the UCD School of Computer Science and Informatics, which received €3.56 million in SFI funding. The issues addressed came directly from industry, with companies such as IBM, Ildiro and Norkom actively seeking outputs from the research.

The scholarly standing of academic staff was again recognised this year. Professor Orla Feely, UCD School of Electrical, Electronic and Mechanical Engineering, became the first Irishwoman to be named a Fellow of the Institute of Electrical and Electronic Engineers (IEEE), the world's largest technical and professional society. Professor Tom Brazil of the UCD School of Electrical, Electronic and Mechanical Engineering was appointed secretary of the Royal Irish Academy.

In recognition of his contributions to the understanding of mammalian cell culture and the education of students in biochemical engineering, UCD Professor Mohamed Al-Rubeai was awarded the Donald Medal from the Institute of Chemical Engineers.

Professor Lorraine Hanlon became the first female head of a School of Physics in Ireland.

A College innovation day in June provided a forum in which colleagues from different academic disciplines could share experiences of creating intellectual property with commercial value in the form of licenses and patents as well as establishing commercial enterprises. Professor Dieter Spath of the Fraunhofer Institute delivered the keynote speech.

The UCD College of Engineering, Mathematical and Physical Sciences consists of seven Schools:

College Principal: Professor Nick Quirke
Deputy Principal: Professor Chen-Ching Liu
Director of Graduate School: Professor Pádraig Dunne

Vice-Principal for Teaching and Learning: Professor Brian Glennon
Vice-Principal for Research and Innovation: Professor Paddy Nixon

**UCD School of Architecture,
Landscape and Civil Engineering**
Head of School
 Dr Mark Richardson

**UCD School of Computer
Science and Informatics**
Head of School
 Dr Joe Carthy

**UCD School of Geological
Sciences**
Head of School
 Professor Frank McDermott

UCD School of Physics
Head of School
 Professor Lorraine Hanlon

**UCD School of Chemical and
Bioprocess Engineering**
Head of School
 Professor Don MacElroy

**UCD School of Electrical, Electronic
and Mechanical Engineering**
Head of School
 Dr David FitzPatrick

**UCD School of Mathematical
Sciences**
Head of School
 Professor Seán Dineen

**As of 1 September 2008*



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1. Secondary school students at the UCD Architecture Summer School, June 2009

2. At the EMPS Innovation Day in June 2009 (from left): Prof. Gerry Byrne; Prof. Chen-Ching Liu; Prof. Nick Quirke, College Principal; Prof. Dieter Spath, Fraunhofer Institute; Dr Redmond Shouldice, Biancamed; Dr Hugh Brady, UCD President; Dr David Browne; Mr Michael Hayden, President, Irish Academy of Engineering; and Prof. Michael Gilchrist, EMPS, Vice-Principal for Research and Innovation

3. Dr Maurice Coyle and Dr Peter Briggs, UCD School of Computer Science and Informatics and co-founders of HeyStaks, the overall winner of SUSSED!, NovaUCD's €10,000 Entrepreneurship Competition in June 2009

4. Claire Waddell (BE), winner of the inaugural Pat McAdam Scholarship and the 2009 EGA Helsinn Gold Medal for Chemical Engineering

5. First year UCD Engineering students at the UCD pasta bridge competition



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UCD College of Human Sciences

ucd.ie/humansciences

Strategic plan

The UCD College of Human Sciences is committed to providing students with a superb learning experience informed by cutting-edge research. The College comprises a diverse and talented academic community dedicated to disseminating knowledge and educating citizens and future leaders.

Priorities during the past year included tactical use of resources through effective cross-university and inter-institutional strategic partnerships and collaborations, enlarging the taught master's provision, continuing to augment the PhD and fourth-level curricula by providing innovative professional and academic programmes, reviewing and diversifying teaching strategies to maximise student benefit, maintaining high-quality internationally peer-reviewed research output, encouraging and supporting funding applications, increasing externally generated research funding, motivating and sustaining academic leadership, and promoting an ethos of ethical and engaged citizenship among students.

The College continued to deploy its academic expertise to make influential contributions to the key national debates of the day, from the Lisbon Treaty to the economy.

Developments to date

During the year there were major developments in undergraduate teaching and learning, the College's Graduate School, research and outreach. The operation of the Schools was facilitated by a major office relocation in June to co-locate staff within their School units.

Notable improvements in student experience were effected by renovation and reconfiguration of learning spaces in the Newman Building. A module enhancement review across the College was successfully completed. This significant exercise will further consolidate the learning advances of the modular system.

The Graduate School initiatives underlined a commitment to

innovative graduate education, and included implementation of a pilot programme for quality assurance and development in graduate taught programmes; allocation through a competitive award of more than €10,000 to the Graduate Research and Innovations Fund; further extension of the modular PhD programme, run jointly with the UCD College of Business and Law; and expansion of the transferable skills programme.

The College was a member of a successful international partnership awarded a grant of US\$900,000 (approx. €610,000) by the McArthur Foundation to establish a Master's in Development Practice (MDP). UCD and TCD will integrate their teaching in international development and partner with the National University of Rwanda to offer field training and coursework in conservation and sustainable development. A Global Master's in Development Practice Secretariat, supported by MacArthur and based at Columbia University's Earth Institute, will manage the MDP universities' network.

A research projects manager was appointed to support the College's objective of increasing applications for external research funding. Proposals were submitted for funding of over €11.3 million between 1 September 2008 and 30 June 2009. The College produced 289 publications, including books, chapters, peer-reviewed and other journals, published reports, conference and other publications.

The College held a range of lectures and seminars with notable visiting academics during the year, and College staff participated in a wide range of international conferences. The College contributed funding to international conferences organised by its staff. It responded to the economic crisis by sponsoring a conference in January 2009 at which key economists made a notable contribution to the analysis of the crisis and to a forward-looking perspective of how Ireland should pursue recovery. The conference received extensive national coverage.

The UCD College of Human Sciences consists of ten Schools:

Principal: Professor Brigid Laffan

Deputy Principal: Professor Bairbre Redmond

Director of Graduate School: Professor Ben Tonra

Vice-Principal for Teaching and Learning: Professor Bairbre Redmond

Vice-Principal for Research and Innovation: Professor Richard Sinnott

UCD School of Applied Social Science

Head of School

Professor Tony Fahey

UCD School of Geography, Planning and Environmental Policy

Head of School

Professor Alun Jones

UCD School of Politics and International Relations

Head of School

Professor John Coakley

UCD School of Sociology

Head of School

Dr Aogán Mulcahy

UCD School of Economics

Head of School

Professor Rodney Thom

UCD School of Information and Library Studies

Head of School

Dr Ian Cornelius

UCD School of Psychology

Head of School

Dr Barbara Dooley

UCD School of Education and Lifelong Learning

Head of School

Dr Marie Clarke

UCD School of Philosophy

Head of School

Dr Brian O'Connor

UCD School of Social Justice

Head of School

Mr John Baker

**As of 1 September 2008*



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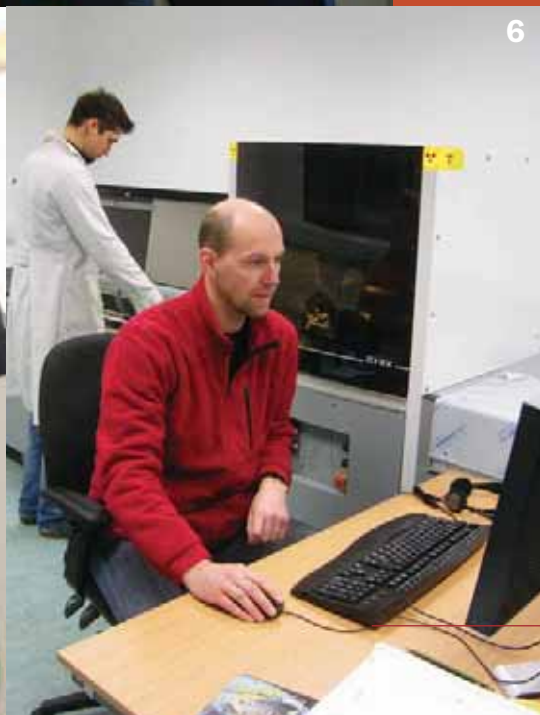
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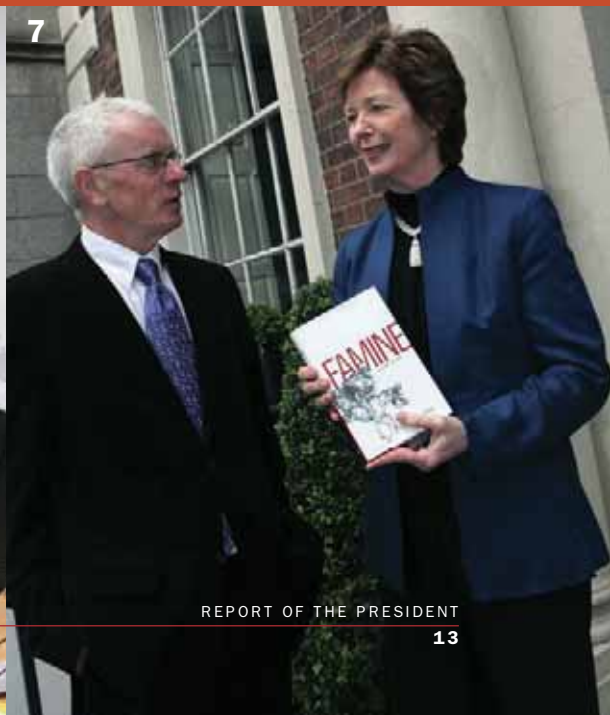
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1. At the launch of *Ireland and the European Union* by Brigid Laffan and Jane O'Mahony in December 2008 were (from left): Prof. Brigid Laffan, College Principal; An Taoiseach Mr Brian Cowen TD; Dr Jane O'Mahony; and Dr Hugh Brady, UCD President
2. In April 2009, Javier Solana, EU High Representative for Common Foreign and Security Policy and Secretary-General of the Council of the EU, was awarded an Honorary Doctor of Laws Degree by UCD. After the award ceremony, Dr Solana delivered a special lecture entitled *Together We Are Stronger*. The event was hosted by the Dublin European Institute in the UCD School of Politics and International Relations
3. Pictured at the launch of the new research programme *John Henry Newman: Global and Local Theologian* in January 2009 were (from left): Dr Pádraic Conway, Director of the UCD International Centre for Newman Studies; Dr Hugh Brady, UCD President; Dr Jimmy Devins TD, Minister for Science, Technology and Innovation; and Dr Maurice Bric, UCD School of History and Archives and Chair of IRCHSS
4. Pictured at the UCD College of Human Sciences lecture *What is Europe For?* in November 2008 were (from left): Prof. Daniel Thomas, UCD School of Politics and International Relations; Dr Alexander Stubb, Foreign Minister of Finland; Prof. Brigid Laffan, College Principal; and Mr Micheál Martin TD, Minister for Foreign Affairs
5. The Rt Hon Jeffrey Donaldson MP, MLA, speaking at the Institute of British-Irish Studies Annual Conference, *Protestant Traditions and the Paths to Peace: Beyond the Legacies of Plantation* in April 2009
6. Dr Jonathan Turner, UCD School of Geography, Planning and Environmental Policy, using the state-of-the-art ITRAX XRF core scanner, the only instrument of its kind in Ireland and one of just a handful in Europe, which will allow the detailed analysis of sediment and other cores
7. At the launch of *Famine: A Short History* by Cormac Ó Gráda were Prof. Cormac Ó Gráda with former President of Ireland Mary Robinson

UCD College of Life Sciences

ucd.ie/lifesciences

Strategic plan

The UCD College of Life Sciences is committed to maintaining excellent educational and research outputs. During the period of the Report, the College strengthened its team and put strong physical and support structures in place to position itself to avail of future educational and research opportunities.

The College's strategic research goals involve maintaining a strong research income, forming a research development fund and consolidating the research profiled by strategic recruitment of international researchers in selected disciplines. The College has placed particular emphasis on formulating an innovation policy while also aiming to enhance industry interactions.

Developments to date

The Graduate School focused on developing a portfolio of taught programmes to complement its existing postgraduate research programmes in order to map to the research funding base in the College.

UCD School of Agriculture, Food Science and Veterinary Medicine expanded its educational offerings by introducing three new undergraduate degree programmes – BSc in Human Nutrition, BAgSc in Dairy Business, BSc in Veterinary Nursing – and by creating a graduate entry pathway for the Bachelor of Veterinary Medicine (MVB).

The UCD School of Medicine and Medical Science launched a new Graduate Entry to Medicine degree in September with 40 student places.

Significant progress was made on the assessment project initiated in 2007/08, which aims to develop assessment methods that promote student learning and are efficient in use of staff time. Current practice was audited for one degree major per School, under five headings: alignment of programme learning aims and teaching methods to the assessments used; marking criteria; feedback; assessment overload; and evaluation of assessment at programme level. Action plans were developed to: systematically introduce formative assessment/feedback; address assessment

overload for staff and students; and evaluate assessment at programme level. Work has now commenced on rolling out the project in other Colleges.

Two new graduate certificate courses in Green Technologies and Sustainable Agriculture were offered under the HEA Labour Activation programme. Places were filled within two weeks of offer. In response to the decline in funding available for students pursuing graduate programmes in Nursing and Radiography, the modular structure of programmes was utilised to provide a series of professional and graduate certificate options that facilitate flexible development of graduate qualifications.

While research income increased from €56 million last year to €63 million this year, the value of new research contracts signed during the year declined by 20pc, highlighting the major challenges to maintaining research funding in the current economic climate. Increased emphasis was placed on EU and industry funding during the year.

The UCD Institute of Food and Health received €8.4 million as part of the National Functional Food Research Centre. The Institute brings together 27 scientists, 55 postdoctoral fellows and 150 postgraduate students to work towards developing a better scientific understanding of the relationship between food and health.

Professor William Gallagher led a successful bid for support under the prestigious EMBO (European Molecular Biology Organisation) Series of Conferences events programme, for the *Cancer Proteomics 2009 – Mechanistic Insights, Technological Advances and Molecular Medicine* conference, which attracted many international speakers. Professor Dominic Walsh and other Irish neuroscientists launched the Dublin Brain Bank, the first of its kind in Ireland, which aims to further neurological research. It is envisaged that this facility will be expanded to become national within three years and also integrated into the European network of brain banks. Staff from a number of Schools published papers in high-impact journals such as *Nature*, *Science* and *PNAS* (the official journal of the US National Academy of Sciences).

The UCD College of Life Sciences consists of eight Schools:

Principal: Professor Maurice Boland

Director of Graduate School: Dr Clare O'Connor

Vice-Principal for Teaching and Learning: Professor Alan Keenan

Vice-Principal for Research and Innovation: Professor James Roche

UCD School of Agriculture, Food Science and Veterinary Medicine

Head of School

Professor Shane Ward

UCD School of Biomolecular and Biomedical Science

Head of School

Dr Gethin McBean

UCD School of Medicine and Medical Science

Head of School

Professor William Powderly

UCD School of Public Health and Population Science

Head of School

Professor Cecily Kelleher

UCD School of Biology and Environmental Science

Head of School

Professor Tom Bolger

UCD School of Chemistry and Chemical Biology

Head of School

Professor Earle Waghorne

UCD School of Nursing, Midwifery and Health Systems

Head of School

Dr Michelle Butler

UCD School of Physiotherapy and Performance Science

Head of School

Dr Brian Caulfield

**As of 1 September 2008*



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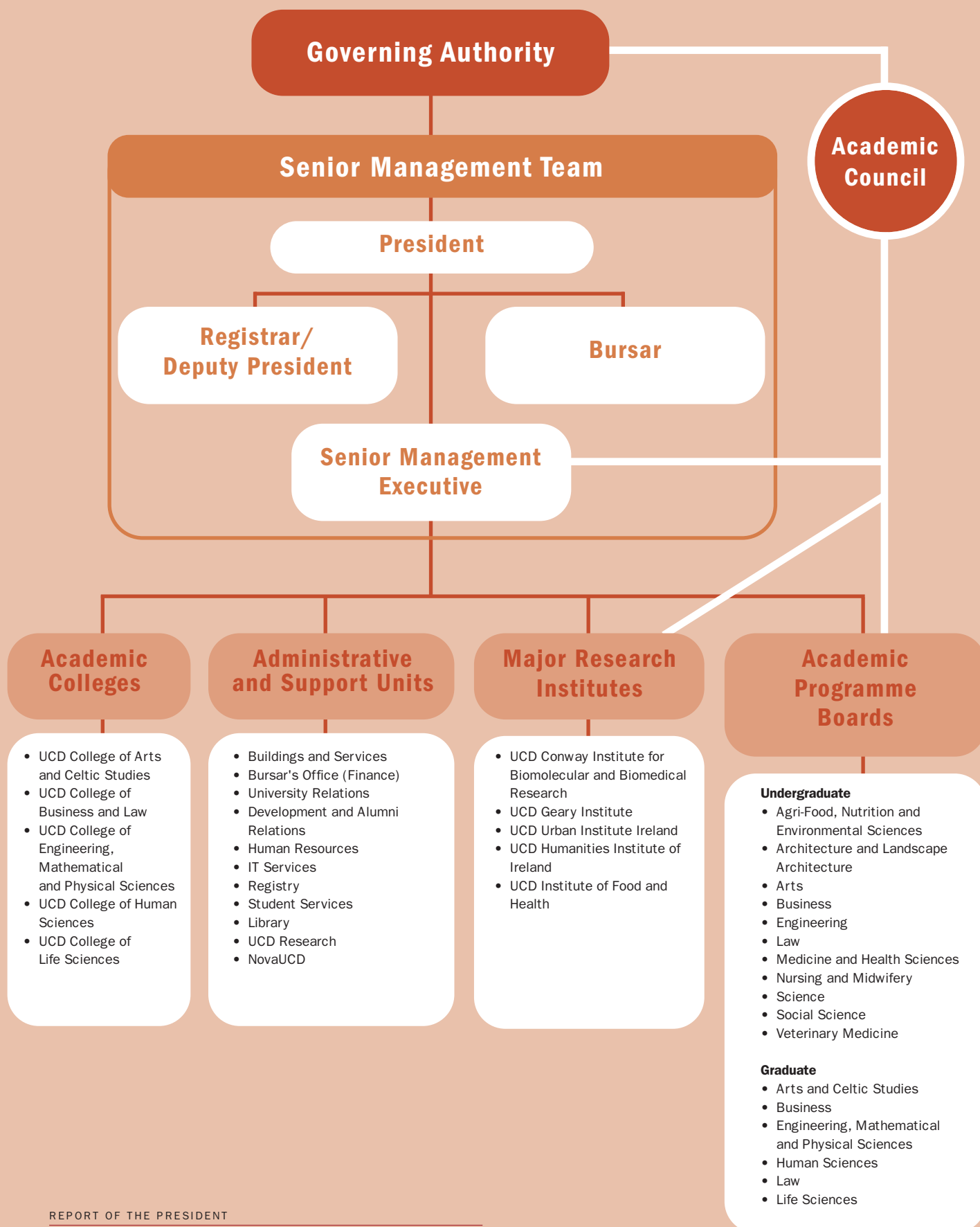
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6

1. Trevor Sargent TD, Minister for Food and Horticulture, and Prof. Mike Gibney, UCD School of Agriculture, Food Science and Veterinary Medicine, at the launch of the UCD Institute of Food and Health in December 2008
2. UCD palaeontologist Nizar Ibrahim on an expedition in the Sahara in November 2008. The team he led unearthed hundreds of fossils, including what is believed to be a new species of dinosaur and another extinct animal
3. At the launch of the new BAgrSc Dairy Business degree programme in March 2009 were (from left): Padraig Walshe, IFA President; Prof. Maurice Boland, College Principal; Dr Karina Pierce, UCD School of Agriculture, Food Science and Veterinary Medicine; and Prof. Gerry Boyle, Director of Teagasc
4. At the official opening of the first phase of the new UCD Science Centre were (from left): Dr Paul Evans, UCD School of Chemistry and Chemical Biology; Prof. Declan Gilheany, UCD School of Chemistry and Chemical Biology; Dr Andrew Phillips, UCD School of Chemistry and Chemical Biology/SFI Stokes Lecturer; and Dr Hugh Brady, UCD President
5. Pictured at the official signing in Farmleigh in July 2009 of an agreement between UCD and the University of Ulster for a joint North-South Graduate Certificate in Veterinary Public Health were (from left): Minister of Agriculture and Rural Development in Northern Ireland Michelle Gildemew MP, MLA; Prof. Hugh McKenna, Dean of Faculty of Life and Health Sciences, University of Ulster; Dr Philip Nolan, Deputy President and Registrar, UCD; and Brendan Smith TD, Minister for Agriculture, Fisheries and Food in Ireland
6. Pictured at the launch of the first all-island study of Traveller health in October 2008 were (from left): Dr Philip Crowley, Deputy Chief Medical Officer, Department of Health and Children; Jill Turner, Project Director, UCD; Minister for Health and Children Mary Harney TD; Brigid Quirke, Assistant Project Director, UCD; Missie Collins, Public Health Care Worker, Pavée Point; Mary Brigid Collins, Co-ordinator for Peer Researchers; Claire Kelly, Project Researcher, UCD; and Professor Cecily Kelleher, Head of the UCD School of Public Health and Population Science, who is leading the project
7. Research fellows Dr Claire Belcher and Dr Matthew Haworth in the UCD PEAC (Programme for Experimental Atmospheres and Climate) lab chambers, the newly established plant growth room facility at UCD School of Biology and Environmental Science, which was funded by a Marie Curie Excellence Grant

University Structure

www.ucd.ie/president/smt/




3

ACHIEVING EXCELLENCE IN TEACHING AND LEARNING

UCD can be justifiably proud of the achievements to date in implementing curricular reform laid out in the *UCD Strategic Plan 2005–2008*. The modularised *UCD Horizons* curriculum has bedded in very successfully, enriching the learning experience of our students.

In keeping with the national imperative to increase the number of people in higher education, UCD's student population increased by almost 4% over 2008/09, and CAO first preferences rose by some 6%. The university now boasts the largest and most diverse student body in Ireland.

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Student Numbers

Student numbers – 2008/09

In a national and international environment where increasing higher education participation is a prerequisite for economic development and social cohesion, UCD's student population expanded by almost 4% between 2007/2008 and 2008/09 to create the largest and most diverse student body in the Irish sector. Table 1 provides a range of statistics on the student population.

While student diversity continues to be the university's strength, strategic imperatives to further grow graduate-level studies and to internationalise the campus are beginning to take effect. UCD's non-EU international student population has grown 10% since 2007/08. As a proportion of the overall student body, international student representation is on the rise, with over 18% of the total in 2008/09. Exchange students at the undergraduate level, largely from within the

EU, have increased by an impressive 21% since last year.

Significant growth in numbers at PhD and taught master's levels is noteworthy (see Table 2). As graduate and lifelong education emerges as the *sine qua non* of national sustainable recovery, UCD can point to its strategic focus on fourth-level education in the *UCD Strategic Plan 2005–2008* as having laid important foundations for development. UCD's doctoral student population increased by almost 10% in one year. An increase of 16% on the taught master's student body demonstrates the university's ability to attract students seeking to further develop, refine or redirect their undergraduate knowledge and experiential learning. Of note also is a growth of over 7% in students seeking certificate and diploma qualifications at the undergraduate level. This trend – and UCD's capacity to deliver for these students – indicates a wholly positive response to the growing national priority for lifelong learning.

Table 1: Undergraduate Student Numbers - 2008/09

Undergraduate	Full-time	Part-time	Total	% International	% Access	Total conferred in 2008/09
Honours Degree	13,415	507	13,922	10.4	14.4	4,005
Certificate/Diploma	167	1,483	1,650	7.4	47.0	980
Exchange Students	567	0	567	100		N/A
Occasional		570	313	883	65.7	N/A
Total Undergraduate	14,719	2,303	17,022	15.9	17.8	4,985

Table 2: Graduate Student Numbers - 2008/09

Graduate	Full-time	Part-time	Total	% International*	Total conferred** in 2008/09
PhD	1,513	171	1,684	37.4	255
Master's (Research)	271	56	327	30.0	91
Master's (Taught)	1,654	1,188	2,842	22.6	1,756
Certificate/ Diploma	522	622	1,144	11.7	867
Total Postgraduate	3,960	2,037	5,997	24.8	2,969
University Total	18,679	4,340	23,019	4,200	7,954

Note: UCD delivers a number of programmes off campus; these are not included in the figures above. Access students are recorded at undergraduate level only and include Mature, New Era and students with disability.

** International is defined as students with domicile from outside the Republic of Ireland. This figure includes those students on Exchange, JYA or other occasional programmes.*

*** Figures show those students who were conferred between the dates of 1 January and 31 December 2008.*



1. UCD postgraduate student Laura Battie with secondary school student Riona Walsh during the UniLife Science School. Hundreds of fifth-year secondary school students attended the UCD Unilife programme in June 2009, where students could get hands-on experience in Science, Architecture, Agri-food & Nutrition or Law
2. Winners of the 2008/09 College Teaching Awards: Dr Suzanne Guerin, College of Human Sciences; Prof. Michael Gilchrist, College of Engineering, Mathematical and Physical Sciences; Dr Anne Drummond, College of Life Sciences; Dr Hugh Brady, UCD President; Dr Donna Marshall, College of Business and Law; Mr Brian Mulkeen, College of Engineering, Mathematical and Physical Sciences; Dr Tara Magdalinski, College of Life Sciences
3. In July, incoming students had the opportunity to prepare themselves for their university futures through UCD Open House, the first event of its kind in the Irish university sector. Open information sessions were attended by CAO applicants, their parents, and families. Pictured are Alwyn Duffy, Olwyn Downey, Katie Power and Jenny O'Doherty, who joined UCD in September 2009
4. A group of UCD Tanzanian students who are studying a range of disciplines at UCD funded through a HEA/Irish Aid Research Grant met with Mr Mizengo Peter Pinda (MP), Prime Minister of the United Republic of Tanzania (fifth from left, back row) and Prof. Jim Phelan, Dean of Agriculture (second from right, back row), during Mr Pinda's visit to UCD in February 2009
5. Edna O'Brien, renowned Irish novelist and playwright, and Adjunct Professor of Creative Writing at UCD School of English, Drama and Film, visited UCD Special Collections in November, which acquired a collection of her literary papers in 2006
6. As part of UCD's ongoing efforts to improve teaching facilities, the teaching technology in all seven lecture theatres in the UCD Newman Building was overhauled to support the latest in new media and online learning
7. Mr Justice Nial Fennelly of the Supreme Court has joined the UCD School of Law as its Judge-in-Residence. Pictured are (from left): Prof. Paul O'Connor, Director of External Relations, UCD School of Law; Mr Fennelly and Prof. John Jackson, Dean, UCD School of Law

UCD Horizons

It is with a real sense of achievement that the university can now begin to review and assess progress in the ambitious objectives of the *UCD Strategic Plan 2005–2008*:

- Implement a modularised and semesterised curriculum and drive curricular reform at module and programme level;
- Focus on defining the core curriculum and learning outcomes;
- Enrich the student learning experience through the provision of *UCD Horizons* electives.

While recognising that there is much work still to do, UCD has now implemented the modular curriculum at undergraduate and graduate levels. The university is proud of the immense progress made to facilitate flexibility and choice for students, and a more balanced approach to assessment as an ongoing academic imperative throughout the year. UCD students are now wholly responsible for their own online registration to their curriculum, with academic pathways more clearly defined, and clear learning outcomes in place at both module and programme

levels. In 2008/09, IT Services and UCD Registry successfully launched a new web-based curriculum management system, capturing all module and programme structure details in a more user-friendly and robust student system. This year also saw very significant refinement of the process by which academic grades were recorded and released to students.

Table 3 illustrates some key statistics on the implementation of the modularised curriculum. An early analysis of the general trends in *UCD Horizons* electives uptake suggests that after an overwhelming enthusiasm for 'outside' electives in the 2006/07 year, the student population is now settling into a more balanced, sustainable position, with just under half of all students choosing to broaden their core disciplinary learning with modules outside these areas (referenced as 'outside College' in Table 3).

The 2009/10 year will see a strategic focus on student evaluation of the modular portfolio, including elective provision, as the university begins to assess the impact of the modular curriculum on students' academic and holistic development.

Table 3: Implementing the modular curriculum

All students	2006/07		2007/08		2008/09	
Section 1: Online Registration						
Overall satisfaction rating	48%		78%		87%	
Section 2: Uptake of Electives						
College	Elective modules taken	% from outside College	Elective modules taken	% from outside College	Elective modules taken	% from outside College
Business and Law	2,126	84%	3,255	57%	3,212	61%
Eng., Maths and Physical Sciences	2,632	55%	3,909	62%	3,884	52%
Human Sciences	362	44%	653	39%	668	51%
Life Sciences	3,821	85%	4,912	45%	5,195	41%
Arts and Celtic Studies	2,963	20%	5,944	19%	6,167	28%
Total	11,904	61%	18,673	42%	19,126	43%

Student Recruitment and New Programmes

UCD's efforts to attract new students during the 2008/09 year were rewarded at 2009 entry. The university retained top place nationally as the destination of first choice for 2009/10 entry to undergraduate study: CAO 2009 first preferences for UCD rose by some 6% compared with 2008 entry. The calibre of applicants, too, showed improvement as the minimum entry level points rose across 44 of the 86 CAO entry pathways in Round 1 CAO offers. One notable increase was Science (omnibus entry) where points rose by 85 to 385.

The modular curriculum continued to open up new programme combinations for students, ready for 2009 entry. Entirely new

undergraduate programmes in English and Drama (BA), Arts (International) with Modern Languages (BA), Dairy Business (BAgrSc) and Veterinary Nursing (BSc) emerged, combining expertise across subjects in a flexible way that addresses both academic and national economic requirements.

Recognising the strategic need to continually review and enhance programme quality and the relevance of programme offerings, the university put in place in 2008/09 a streamlined, and more robust, policy and process for the academic approval of new programmes and the ongoing quality review of existing programmes.

Fourth Level

Fourth level at UCD includes both graduate taught and graduate research programmes. The academic year 2008/09 saw further advances that capitalised on the outcomes of a structural review of the portfolio and the collation of existing good practice. The coming year will see the establishment of enabling initiatives that will underpin growth and development of graduate education in line with the *UCD Education Strategy 2009–14*.

During the year, a review of the current constructs used within UCD graduate taught programmes was undertaken for the purposes of programme planning at master's level. The aim of this review was to consider flexible and innovative pathways linking undergraduate and PhD activity and to provide the framework within which graduate studies can grow – aligning ongoing portfolio review, enrolment planning, internationalisation and marketing of taught graduate programmes.

Under the auspices of the HEA SIF-funded Dublin Region Higher Education Alliance (DRHEA), a memorandum of

understanding for inter-institutional collaboration on module delivery, graduate student mobility and credit exchange will be fully implemented in the 2009/10 year. This agreement is a critical step in formalising the necessary collaborations to make student mobility a practical reality across Dublin.

UCD underlined its capacity to adapt creatively to the needs of the lifelong learning student at graduate level by securing competitive government funding for 190 places under the national Labour Market Activation Scheme. Five 30-credit graduate certificate programmes were funded – Entrepreneurship: Dare to Venture; ICT Skills (Negotiated Learning); NanoBio Sciences; Green Technologies; and Sustainable Agriculture and Rural Development – and all places were filled. There was an overwhelming demand for places in the innovative Green Technologies programme, illustrating the close fit between UCD's expertise and national strategy for economic and skills growth.

Access and Lifelong Learning

UCD is further developing its strategic approach to widening participation, to give renewed focus and impetus to mainstreaming educational access. With the support of the HEA's Strategic Innovation Fund (SIF), an integrated Access and Lifelong Learning unit was established, bringing together all existing strands of access and continuing education activity, including the Disability Support Service, New ERA, Adult Education Centre (AEC) and Mature Students Support. The cornerstone of this integrated approach is to build on experience gained to facilitate the mainstreaming of access issues in the university's activities, policies and practice.

The university's strategy for access and lifelong learning will sit against the backdrop of the *National Plan for Equity of Access to Higher Education 2008–2013*, as well as the

economic downturn. Now more than ever the development of a strategic framework to guide and shape the university's approach to meeting the higher education needs of under-represented student groups is vital. During 2008/09 UCD continued to facilitate a diverse range of students to access higher education: 79 students were conferred through the *HEAR* (Higher Education Access Route) scheme at the end of the year, bringing to 504 the total number of graduates since the introduction of the scheme in 2000. A new report was also produced – *A Profile of HEAR Schools 2008* – by UCD New ERA, in conjunction with the UCD Geary Institute. Excellence in student service was specially recognised through the conferral of the President's Award 2008/09, to Lorraine Kerins of the UCD Disability Support Service team.

Internationalisation

In 2008/09 the UCD international student community continued to grow and diversify. Particular growth has been welcomed from China, India, Pakistan and Canada, as well as from a number of European countries.

UCD's commitment to international mobility of its students continues to show positive results. The number of UCD students participating in exchange programmes outside the EU grew by 32% compared to 2007/2008, and the number of students participating in the Erasmus scheme grew by 15%. Overall, this represents a 20% increase in outward student mobility year-on-year. An additional 16 new student exchange agreements were

signed in 2008/09, giving UCD students opportunities to spend time at institutions as diverse as the University of Cape Town, Peking University and the University of Michigan.

The *UCD International Plan* was approved by the university Senior Management Team in June 2009, and the implementation process has begun. The Plan provides high-level direction in areas such as international student recruitment, institutional partnership development and student mobility. Significantly, this plan will interact closely with the university recruitment plan.

During 2008/09 UCD became actively engaged in a range of international activities as part of the Dublin Region Higher

Education Alliance (DRHEA). The key objective of the DRHEA international strand is to position the Dublin region as a hub of high-quality education for international students from around the world. Joint activities include branding and marketing, co-ordinated international student recruitment activity, integrated international student support initiatives and a range of social and cultural activities across the Dublin region.

UCD's engagement with the *Universitas 21* (U21) network of leading research-intensive universities continues to deepen. UCD is leading the *U21 Food Security Initiative*, one of U21's principal collaborative programmes. It aims to bring together expertise across the network in the area of food security, with particular emphasis on health, water, agriculture, education, gender and governance. To this end, in January 2009 an international work-

shop was held at UCD, bringing together food security experts and e-learning practitioners to explore mechanisms for maximising engagement with the developing world in these areas.

UCD's strategic engagement with China has been further enhanced by a major grant from the European Commission. A consortium of nine leading European Universities, including UCD, has been awarded €5.2 million under the External Co-operation Window programme to support strategic activities relating to staff and student mobility with 10 of China's top-ranked universities. The Chinese universities include a number of UCD's existing strategic partners, such as Peking University, Fudan University and Wuhan University. The programme will be co-ordinated by the European Universities Centre in Beijing, of which UCD is a founding member.

Teaching and Learning, and Academic Development

2008/09 saw a further embedding of recognition and reward schemes to support and develop excellence in teaching. College Teaching Awards continued, as well as specific schemes to incentivise improvement and innovation to module pedagogy and curriculum design. Areas of specific importance emerged, including the need for strategies to improve first-year engagement and for an improvement to assessment strategies. In line with the *UCD Education Strategy 2009–14*, the development of graduate attributes and employability through improved curriculum design also emerged as requiring strategic attention.

In 2008/09, the first report of the flagship scheme, *Fellowships in Teaching and Academic Development 2007–09*, was warmly welcomed by the university's Governing Authority. The appointment of eight new fellows for 2009–11 was made in May 2009.

Leading this range of activity, Professor Bairbre Redmond was appointed Deputy Registrar for Teaching and Learning in September 2008. Professor Redmond and her team, supported by the university's award from the HEA's Strategic Innovation

Fund (SIF), are committed to a re-energising of strategy and action to enable the university to excel in teaching, learning and academic development. Central to the approach is a recognition of the value of collaboration with partner institutions of the SIF-funded Dublin Region Higher Education Alliance.

A new team of Áine Galvin, Director of Teaching and Academic Development, Judith Archbold, Teaching and Learning Projects Officer, and Elizabeth Noonan, Head of Academic Development, is now building on existing good practice with colleagues in:

- The Centre for Teaching and Learning;
- The group of College Vice-Principals for Teaching and Learning, working through their networks into Schools and across Programmes.

UCD will launch a restructured UCD Teaching, Learning and Academic Development service for staff in the coming year. An interactive teaching and learning website and portal will strengthen and showcase the university's teaching and learning web presence and identity.

Quality

UCD proactively executes its responsibilities, assigned by the Universities Act 1997, to ensure the academic standards of awards made in its name and the quality of its students' learning experiences. A range of quality-oriented policies and procedures have taken full effect in 2008/09, including both academic and support unit review.

During 2008/09 the following units were reviewed:

- UCD Applied Language Centre
- UCD Buildings and Services
- UCD Career Development Centre
- UCD School of Chemical and Bioprocess Engineering
- UCD School of Classics
- UCD School of Languages and Literatures
- UCD School of Medicine and Medical Science

- UCD School of Social Justice
- UCD Student Services

The UCD Quality Framework seeks to provide a deliberate, coherent structure for university quality development, which is intended to be achieved through a culture of critical reflection in teaching, learning and research; closing all feedback loops; joined-up thinking and actions; improving the flow of quality related information; and disseminating good practice.

In addition to the periodic quality review of units, the university has also developed procedures to undertake both broader and/or more focused thematic reviews. Thematic reviews allow close scrutiny of key areas and their operation across the university in order to facilitate a greater focus of attention on the area of activity under review, which other quality assurance processes may not engender.

4

BUILDING A WORLD-CLASS RESEARCH-INTENSIVE UNIVERSITY

UCD remains committed to becoming a leading international research-intensive university where innovation and creative discovery is encouraged and supported.

UCD continues to attract significant levels of research funding, and has forged exciting educational and research partnerships, a notable example being the pioneering *TCD/UCD Innovation Alliance*, a partnership that will work with the education sector, the State and the business sector to develop a world-class ecosystem for innovation and enterprise development as part of the government's strategy for the smart economy.

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Research Publications:

Details of all research publications for the period of the Report are available online at: www.ucd.ie/research/publications

Research Funding

Contracts awarded during the year amounted to €113.3 million (see table below). Although this is down slightly (1.2%) compared to last year, the value of the contribution to overheads has risen by €3.1 million (17.9%). Included in the €113.3 million funding is €1.5 million in respect of PRTL (Programme for Research in Third Level Institutions) Cycle 4 projects.

Internal Schemes in Support of Research

UCD Seed Funding Scheme

In 2008/09, the Seed Funding Scheme focused on the research reputation of the university and on supporting the sustainability of research activity in UCD. Although the amount of funding available to the Scheme fell this year, a total of €601,480 was awarded in 2008/09 with 35% of the 619 applications funded.

Several new strands were introduced to the traditional programmes this year in the areas of internal and external collaboration and innovation. The Dissemination and Outputs Programme included two new strands on Outreach and Digital Media.

UCD President's Research Fellowship Scheme

A total of 26 applications were submitted to the President's Research Fellowship Scheme in 2008/09 and the results were announced in January 2009. Four Fellowships were awarded to:

- Professor Alan Baird (UCD School of Agriculture, Food Science and Veterinary Medicine);
- Professor Anne Fuchs (UCD School of Languages and Literatures);
- Dr Andreas Hess (UCD School of Sociology);
- Dr Ronan McNulty (UCD School of Physics).

UCD Strategic and Major Initiative Scheme

The Strategic and Major Initiative Scheme provides support for the development of major interdisciplinary programmes that advance UCD's strategy for research. During the year, three strategic and major initiative awards were made to:

- Professor Frank Convery (UCD Earth Systems Institute – Concept and proposal development and seminar series);
- Dr Robert Gerwarth, (UCD Centre for War Studies – Construction works);
- Professor Nicholas Quirke (Partnerships for International Research and Education-Atlantic Center for Atomistic Modeling (PIRE-ACAM) – Developing molecular simulation for energy, biology and materials science).

Research Awards

Year	Total value contracts signed incl. contributions to overheads (€ million)	Total contributions to overheads (€ million)	Total number of contracts awarded	Number of proposals submitted
2005/2006	82.9	11.8	664	1,245
2006/2007	96.3	14.8	556	1,234
2007/2008	114.7	17.3	484	1,090
2008/2009	113.3	20.4	569	1,150

Funding Sources

Funding source	Number of contracts	Value (€ million)
Science Foundation Ireland (SFI)	100	61.3
Enterprise Ireland (EI)	91	17
Irish Research Council for Science, Engineering and Technology (IRCSET)	96	6.2
European Commission (EC)	26	4.8
Others	256	24
Total	569	113.3

Research Awards and Achievements

2008 showed a 14% increase in the total number of ISI (Thompson Scientific) research publications from UCD and a marked enhancement in impact. In the first nine months of 2009 there was a 63% increase in publications in the *Nature* and *Science* group of journals over 2008. Papers published in the *Proceedings of the National Academy of Science (PNAS)* rose to seven from two in 2008.

The *TCD/UCD Innovation Alliance* was announced in March 2009. This is a pioneering partnership that will work with the education sector, the State and business and venture capital communities to develop a world-class ecosystem for innovation. The aim of the *Innovation Alliance* is to drive enterprise development and the creation of sustainable high-value jobs as part of the smart economy.

Dr Robert Gerwarth, UCD School of History and Archives, has been awarded a European Research Council grant of over €1.2 million for a groundbreaking four-year transnational history project (*see page 6*).

UCD was the lead institution on two recently awarded SFI Strategic Research Clusters: €3.5 million was awarded to Professor Pádraig Cunningham, UCD School of Computer Science and Informatics, over five years for Clique, the Graph and Network Analysis cluster, and €4.1 million was awarded to Professor Anthony Brabazon, UCD Michael Smurfit Graduate Business School, over five years for FMC², the Financial Mathematics and Computation cluster.

Professor Anne Fuchs, UCD School of Languages and Literatures, and Professor Stephen Mennell, UCD School of Sociology, have been elected members of the Royal Irish Academy (RIA). This is the highest academic honour available to scholars working in Ireland. Candidates for election must have made a significant contribution to scholarly or scientific research as shown in published academic work.

Out of the twenty-two SFI Principal Investigator Awards, eight went to the following UCD academics:

- Professor Dominic Walsh, UCD School of Biomolecular and Biomedical Sciences and UCD Conway Institute;
- Professor Stefan Oscarson, Centre for Synthesis and Chemical Biology;
- Dr Seamas Donnelly, UCD School of Medicine and Medical Science;
- Dr David MacHugh and Professor Stephen Gordon (joint award), UCD School of Agriculture, Food Science and Veterinary Medicine;
- Professor Gil Lee, UCD School of Chemistry and Chemical Biology and UCD Conway Institute;
- Dr Brian Vohnsen, UCD School of Physics;
- Professor Chen-Ching Liu, UCD School of Electrical, Electronic and Mechanical Engineering;
- Dr Alexey Lastovetsky, UCD School of Computer Science and Informatics.

UCD Major Research Institutes

UCD Conway Institute

Director: Professor Desmond Fitzgerald (interim)
ucd.ie/conway

Conway Fellows were awarded €30.3 million in external funding during the period. This included the SFI CSET award for Systems Biology Ireland (€19.5 million) to Professor Walter Kolch, Professor Boris Kholodenko and Professor Des Higgins, along with Professor Cormac Taylor, UCD School of Medicine and Medical Science, in collaboration with NUI Galway and several industry partners (Agilent Technologies, Ark Therapeutics, Hewlett Packard, Protagen AG, Servier Laboratories, and Siemens).

Conway Fellows published 253 peer-reviewed articles in peer-reviewed journals including *Nature* (Professor Geraldine Butler, UCD School of Biomolecular and Biomedical Sciences), *Nature Genetics* (Professor Sean Callanan, UCD School of Agriculture, Food Science and Veterinary Medicine) and *PNAS*, the official journal of the National Academy of Sciences in the US (Professor Cormac Taylor, UCD School of Medicine and Medical Science, and Dr Emma Teeling, UCD School of Biology and Environmental Science).

Notable awards in this period included: L'Oreal-Unesco International Fellowship for Dr Lydia Lynch, UCD School of Medicine and Medical Science; the Biochemical Society Irish Area Section (IAS) gold medal for Professor Therese Kinsella, UCD School of Biomolecular and Biomedical Sciences; and the election of Professor Prem Puri, UCD School of Medicine and Medical Science, to President of the European Paediatric Surgical Association.

EMBO (European Molecular Biology Organisation) Cancer Proteomics 2009, an SFI designated Tier 1 level conference (June 2009) was organised by Professor William Gallagher, of UCD School of Biomolecular and Biomedical Sciences, along with colleagues from UCD School of Medicine and Medical Science.

UCD Geary Institute

Director: Professor Colm Harmon
geary.ucd.ie

UCD Geary Institute maintained its ranking on the Research Papers in Economics (RePEc) database, with particular success in fields such as labour, behavioural and health economics, where it is consistently ranked in the top 30 globally. More than €1 million in external research funding was awarded to the Institute during the period.

Major research outputs included:

- First round of Irish results for SHARE – Survey of Health and Retirement in Europe (October 2008);
- A highly cited report by Professor Richard Sinnott, UCD School of Politics and International Relations, on voting behaviour in the 2008 Lisbon Treaty referendum (March

2009);

- *Report on Children's Profile at School Entry 2008–2009* (June 2009).

Major conferences included:

- Behavioural Seminar Series, made available via website and iTunes;
- *Economics and Psychology* conference co-organised by UCD Geary Institute (November 2008);
- *3rd Annual Research Conference on Population, Reproductive Health and Economic Development* (January 2009).

Major funding awards from the Health Research Board (HRB) included €300,000 for a three-year study on *Frontier Methods for the Evaluation of Health Interventions*, and €192,000 to the SHARELIFE Project.

Two new PhD programmes were introduced: an Irish Aid/HEA-sponsored programme with the University of Dar es Salaam; and a collaborative programme focused on Complex Systems and Computational Social Science.

UCD Urban Institute of Ireland

Director: Professor Frank J. Convery (interim)
ucd.ie/uii

A total of €3.87 million in external research funding was awarded to the Urban Institute of Ireland (UII) during the period. The Institute was a driving force behind the new UCD Earth Systems Institute (ESI) proposal submitted under PRTL Cycle 5. Under the aegis of ESI, 23 weekly lectures covering climate change issues were held between December 2008 and June 2009 and attracted large audiences.

The UII-based Urban Environment Project organised a workshop in Brussels on *Applying MOLAND as a Decision-tool for Sustainable Development* in May 2009. The IRCHSS-funded 2009 UII Spatial Simulation for the Social Sciences Summer School took place in June 2009.

UII secured an SFI ETS Walton Visiting Professor Award which will fund a six-month visit to UII by Professor Piotr Jankowski, of San Diego State University.

The Institute was awarded a number of key grants, including:

- Marie Curie Initial Training Networks (worth over €3.2 million);
- Co-ordination and Support Action, the YEAR 2010 project (€300,000);
- Marie Curie International Staff Exchange Scheme (€45,000);
- European Science Foundation funded workshop on *Pooling, Sharing and Linking: Spatial Representation of Data Using Geographical Information Systems*;
- 350,000 from IRCHSS for the Irish wave of the European Social Survey.

Complex and Adaptive Systems Laboratory

Director: Dr Scott Rickard
casl.ucd.ie

The Complex and Adaptive Systems Laboratory (CASL) became a formal Institute within UCD in 2009 and, during the reporting period, was awarded €5.4 million in external research funding. Professor Petra Ahrweiler, UCD School of Business, and her agent-based modelling for innovation systems research group, Innovation Research Unit (IRU), joined CASL. CASL is also host to two SFI Strategic Research Clusters – Clique and FMC².

Major conferences and events included:

- International Conference on *Innovation in Complex Social Systems* hosted by CASL's IRU and the UCD Michael Smurfit Graduate Business School (December 2008);
- First Irish Cryptography Day (February 2009);
- First ever TEDx event (independently organised under license from TED (Technology, Entertainment, Design) an annual event that brings the world's leading thinkers together), in Ireland organised by Dr Aaron Quigley, UCD School of Computer Science and Informatics (June 2009);
- 20th IET Irish Signals and Systems Conference – ISSC jointly hosted by CASL (June 2009);
- The 9th International Conference on *Finite Fields and their Applications* hosted by the Claude Shannon Institute (July 2009).

Major funding included:

- Professor Denis Shields, UCD Conway Institute, awarded SFI funding of €1.1 million to develop and apply computational methods to progress understanding of human proteins;
- Dr Michael O'Neill, UCD School of Computer Science and Informatics, awarded SFI funding of €580,000 for Evolution in Dynamic Environments with Grammatical Evolution;
- Dr Marcus Greferath, UCD School of Mathematical Sciences, awarded SFI funding of €467,000 for research on public-key cryptography.

UCD Institute of Food and Health

Director: Professor Mike Gibney
ucd.ie/foodandhealth

The UCD Institute of Food and Health was officially launched in December 2008, and during the reporting period it won €10.3 million in external research funding.

The Enterprise Ireland-funded National Functional Food Research Centre, led by Professor Dolores O'Riordan, UCD School of Agriculture, Food Science and Veterinary Medicine, was renamed Food for Health Ireland and awarded €8.64 million in funding.

Professor Séamus Fanning, UCD School of Agriculture, Food Science and Veterinary Medicine, is leading the Centre for Food-borne Zoonomics (CFZ) funded through FIRM (Food Institutional Research Measure). The aim of the centre is to

reduce the incidences of food-borne poisoning associated with pathogens such as salmonella.

The Department of Agriculture, Fisheries and Food FIRM call awarded €1.56 million to four institute researchers.

Major events included:

- International conference on *Cronobacter* – the first meeting of its kind – hosted by the Centre for Food Safety, which was subsequently nominated as a WHO collaborating centre for *Cronobacter* (January 2009);
- International Conference on *ProSafeBeef*, an EU 6th Framework project to improve the quality and safety of beef and beef products (March 09);
- The Institute developed a podcast series of key lectures on themes central to its work, including *Genetics of Healthy Eating*, *Keeping the Food Chain Safe* and *Food Risk Perception*.

Centre for Synthesis and Chemical Biology

Director: Professor Pat Guiry
ucd.ie/cscb/

During the reporting period, the Centre for Synthesis and Chemical Biology (CSCB) at UCD brought in €2.8 million in externally funded research awards.

Phase 1 of the UCD Science Centre, the refurbished A1 laboratories utilised by the CSCB and funded through PRTL Cycle 4, was opened in December 2008. The UCD Biopharmaceutical and Pharmacological Sciences Graduate Programme (BPS), funded through PRTL Cycle 4, commenced with 10 students starting a four-year PhD programme.

Some 240 delegates attended the 7th Annual CSCB Symposium, *Recent Advances in Synthesis and Chemical Biology VII*, in December 2008.

Professor Martin Albrecht, UCD School of Chemistry and Chemical Biology, and his research group moved to UCD, bringing with them a prestigious European Research Council (ERC) Starting Grant of approximately €1 million in April 2009.

Professor Pat Guiry and Professor Catherine Godson, UCD Conway Institute, were awarded a grant of €102,480 from Enterprise Ireland in its Proof of Concept programme for a project entitled *The Synthesis and Biological Evaluation of a Novel Class of Lipoxin Analogues – Lipoxiodines*.

Charles Institute

ucd.ie/research/charlesinstitute/

The Charles Institute, the first academic institute devoted to dermatology in Ireland, is a partnership between UCD, affiliated teaching hospitals and the Board of the City of Dublin Skin and Cancer Hospital Charity. Its vision is to improve patient care through the discovery of new treatments and therapies.

Planning consent for the Charles building was granted in 2008/09, with full construction due to commence in October 2009. The final members of Charles International Advisory Board were also appointed, and include four international experts in dermatology.

UCD Humanities Institute of Ireland

Director: Dr Marc Caball

ucd.ie/hii/

In 2008/09, the UCD Humanities Institute of Ireland (HII) was awarded €194,000 in external research funding. Dr Marc Caball was awarded a Department of the Taoiseach and IRCHSS Grant in Theology and Religious Studies of €194,000 for *Protestants, Print and Gaelic Culture in Ireland* and was also part of a consortium awarded €111,000 by ESF and COST for a policy initiative entitled *Cultural Literacy in Contemporary Europe*.

Events included:

- *Peer-review and the Humanities – Challenges, Opportunities and Future Vistas* (March 2009);
- HII and National Library master class in *The History of the Book* (May 2009).

The HII is to host the newly established Centre for Study of Gender, Culture and Identities (led by Professor Gerardine Meaney, UCD School of English, Drama and Film) and the Graduate Research Education Programme in Gender, Culture and Identity.

UCD John Hume Institute for Global Irish Studies

ucd.ie/johnhume/

Director: Dr Brian Jackson

The UCD John Hume Institute for Global Irish Studies' research programme has twelve PhD students and seven post-doctoral researchers engaged on projects under its major themes. It hosted a range of research initiatives during the year, including:

- Workshops on *Digital Archiving for Humanities and Hiberno-English*;
- A public research symposium, *Situating Irishness: Fashioning Identity in Time and Space* (May 2009);
- Public programmes, with over 3,000 attendees, included

talks by Malcolm Gladwell, Samantha Power, James Lovelock and Robert Schmuhl;

- Podcasts, which have attracted 12,500 visitors;
- The second Irish Diaspora Forum, addressed by President Mary McAleese (November 2008), and covering themes including: *After the Deluge: The Future of the Global Economy*; *The New US Administration and Ireland*; and *Giving Back: How Philanthropy Can Shape the Future*.

NovaUCD

ucd.ie/nova/

Director: Dr Pat Frain

A key success story for NovaUCD was the acquisition of the UCD spin-out ChangingWorlds by US-quoted technology company Amdocs for \$60 million (€40.7 million) plus a deferred consideration. This brings total investments and realisations in UCD spin-outs to more than €135 million over the past decade.

NovaUCD celebrated its fifth anniversary and announced its results for the period 2004–2008, which included:

- Seven new UCD spin-outs incorporated;
- 45 high-tech and knowledge-intensive companies, including 15 UCD spin-outs, located at NovaUCD;
- 184 inventions disclosed;
- 122 patents filed;
- 38 licence agreements concluded.

In the past year, €1.5 million has been generated from commercialisation of research activities. Five new UCD spin-outs were incorporated and 24 high-tech and knowledge-intensive companies were located at NovaUCD at year end. Eighty-two inventions were disclosed and 39 patent applications were filed across all areas of life sciences, engineering and information communication technology. Sixteen licence agreements were signed with a range of indigenous and international companies.

Other highlights included:

- BiancaMed, a UCD spin-out and a leading medical technology company, received €6 million in second round funding from Seventure Partners, a European venture capital firm;
- Assimil8, an e-learning venture, was presented with NovaUCD's 2008 start-up award;
- Social web search company, HeyStaks Technologies was the overall winner of SUSSED!; UCD's €10,000 entrepreneurship competition. HeyStaks will represent UCD in the Europe-wide UNICA Entrepreneurship Competition for Students and Young Researchers;
- Nicola Mitchell, founder and CEO of Life Scientific and BioScientific Diagnostics, received the NovaUCD 2009 Innovation Award.



1. Pictured at the launch of the **UCD/TCD Innovation Alliance** in March 2009 are (from left): An Taoiseach Mr Brian Cowen TD; Dr Hugh Brady, UCD President; Dr John Hegarty, TCD Provost; and An Tánaiste Ms Mary Coughlan TD, Minister for Enterprise, Trade and Employment
2. Prof. Malcolm Gillis, former President of Rice University, Texas delivered a special lecture at NovaUCD entitled *Black Swans in a Perfect Storm*, which focused on the worldwide financial meltdown during the period 2007–2009
3. Third place winner in the 2009 UCD Research Images Competition, *I Can Hear You!* – which depicts the inner ear structure of a bat, was created by Dr Sebastien Puechamille, UCD School of Biology and Environmental Science
4. Nicola Mitchell, founder and CEO of two successful life sciences companies, Life Scientific and BioScientific Diagnostics, was presented with the NovaUCD 2009 Innovation Award
5. Pictured at the 2008 Irish Diaspora Forum at UCD were Niall O'Dowd, founder of *Irish America* magazine and the *Irish Voice* newspaper; Loretta Brennan Glucksman, Chairman of The American Ireland Fund; Mary McAleese, President of Ireland, who addressed the Forum; and Dr Hugh Brady, UCD President
6. Prof. Desmond Fitzgerald, Vice-President for Research, UCD and Tom Boland, Chief Executive of the HEA pictured with solar hydrogen fuel cell model cars that run on water, at the launch of the UCD PRTL Research Trail, which celebrated 10 years of PRTL funding in UCD
7. Winner of 2009 UCD Research Images Competition, *Into the Deep Blue* – a microscopic image of the parasite sea lice, was created by Eleanor Cunningham and Pablo Rojas, UCD School of Agriculture, Food Science and Veterinary Medicine



Science Foundation Ireland Centres for Science, Engineering and Technology (CSETs)

Systems Biology Ireland

ucd.ie/sbi

Systems Biology Ireland (SBI), an SFI CSET, was awarded to UCD in June 2009. The centre aims to be a bridge between the observation and rational exploitation of biological phenomena. The award of €14.8 million over five years is the largest single research programme granted to the Institution. Additional funding of over €4.5 million has been committed by five industry partners in the pharmaceutical, medical technologies and ICT sectors. SBI is a collaboration with NUI Galway and is being led by Director Professor Walter Kolch and Deputy Director Professor Boris Kholodenko.

CLARITY

clarity-centre.org

CLARITY, led by Professor Barry Smyth, has completed its first year of operations. A broad range of high-quality researchers were recruited, and the centre has successfully advanced its research and development programme, which focuses on the intersection between Adaptive Sensing and Information Discovery, to develop innovative new technologies.

Scientific and commercial outputs far exceeded launch targets, and include: 180 peer-reviewed publications; two patents granted; two licences issued; one spin-out company (HeyStaks). CLARITY researchers have secured additional external funding of over €4 million.

UCD-led Strategic Research Clusters (SRCs)

BioNanoInteract (Centre for BioNano Interactions)

cbni.eu/sections/ProjectsFunding/BioNanoInteractSRC

BioNanoInteract is led by the Centre for BioNano Interactions at UCD, under Professor Kenneth Dawson, UCD School of Chemistry and Chemical Biology, and is one of the world's leading centres of knowledge in bionanointeractions. It plays an active role in national and international clusters including INSPIRE (HEA PRTL Cycle 4) and the International Alliance for NanoEHS Harmonisation (IANH). UCD received €2.4 million to co-ordinate the EU NeuroNano project and is a participant in the EU cluster on Nanotoxicology.

Irish Drug Delivery Network

ucd.ie/iddn

Irish Drug Delivery Network (IDDN) brings together the three Schools of Pharmacy in Ireland and the UCD Conway Institute in a centre of excellence for research in drug delivery, and is led by Professor David Brayden, UCD School of Agriculture, Food Science and Veterinary Medicine. The first module in the Drug Delivery Thematic PhD was held at UCD (March 09), and IDDN also provided taught modules to staff at Wyeth and Genzyme. A joint meeting with University of Limerick's SRC, Solid State, brought together academics and representatives from the top 10 pharmaceutical companies in Ireland.

Reproductive Biology Research Cluster

ucd.ie/agfoodvet/reproductive_biology.htm

The Reproductive Biology Research Cluster (RBRC), set up to address specific aspects of female infertility, has largely completed its recruitment efforts and now includes over 60 members. The group is making good research progress, is producing publications and has filed for its first patent. Cluster leader Professor Alexander Evans, UCD School of Agriculture,

Food Science and Veterinary Medicine, became co-editor-in-chief of the international journal *Animal Reproduction Science*.

Advanced Biomimetic Materials for Solar Energy Conversion

seccluster.ie

Led by Professor Don MacElroy, UCD School of Chemical and Bioprocess Engineering, the Advanced Biomimetic Materials for Solar Energy Conversion SRC officially launched its programme of research in February 2009. Industry partners to date include Airticity, Celtic Catalysts and SolarPrint. Professor Ravi Thampi, UCD School of Chemical and Bioprocess Engineering, accepted the SFI-Airticity Professorship in Solar Energy Engineering and took up his post in July 2009.

Clique – Graph and Network Analysis Cluster

clique.ucd.ie

Clique was formally announced by An Tánaiste and Minister for Enterprise, Trade and Employment, Mary Coughlan TD, in February 2009. Led by Professor Pádraig Cunningham, UCD School of Computer Science and Informatics, the cluster has been awarded funding in excess of €3.5 million, which will support over 20 research students and postdoctoral researchers. The research will be driven by the requirements of network analysis in social networks and biological networks with industry participation from Ildiro, Norkom and IBM.

Financial Mathematics and Computation Cluster

UCD was awarded a new SRC in Financial Mathematics (FMC²) in July 2009 led by Professor Anthony Brabazon, UCD School of Business, with Co-Principal Investigators from UCD's Schools of Business and Computer Science and Informatics, DCU and NUI Maynooth, to create a multi-disciplinary research programme in asset and risk management.

Collaborative Programmes

Molecular Medicine Ireland

molecularmedicineireland.ie

Molecular Medicine Ireland (MMI) is a not-for-profit company established by UCD, TCD, the RCSI, UCC and NUIG, to accelerate the transfer of research into better quality outcomes for patients.

Under the HEA PRTL Cycle 4 funded Clinician Scientist Fellowship Programme, 22 Fellows participated in a third period of structured training and presented their initial research findings at the first annual scientific meeting.

MMI submitted a report to the HRB/R&D Office on the design phase of GeneLibrary Ireland, an all-island control biobank that will provide a vital tool in the search for the genetic determinants and novel treatments of common diseases.

The Dublin Centre for Clinical Research network has collaborative clinical research projects in Diabetes, Coeliac Disease and Respiratory Disease. A research group in Neuropsychiatry has been established and one in Rheumatoid Arthritis is planned.

The Irish Clinical Research Infrastructure Network (ICRIN) published *Clinical Research – Irish Situational Analysis*, which provides a comprehensive overview of the requirements for undertaking clinical research in Ireland and delivered a national programme in GCP training.

Technology Research for Independent Living

trilcentre.org

The Technology Research for Independent Living Centre (TRIL) is a research collaboration that explores the physical, cognitive and social consequences of ageing, and develops technology solutions to address them. TRIL Centre partners include Intel, TCD, UCD and NUI Galway; it is funded by Intel and the IDA. Key achievements for the period include:

- Winner of the *Best Use of Information Technology* award at the Irish Healthcare Awards (October 2008);
- Release of Version 2.0 of TRIL's BioMOBIUSTM Research Platform (August 2009);
- TRIL Clinic assessed its 600th patient (May 2009);
- TRIL technology was showcased on TV3 (February 2009);
- First TRIL Expo held in Science Gallery, TCD, showcasing research to industry, government and academia (February 2009);
- Pilots of TRIL technology were deployed into approximately 170 homes of older people in Ireland.

Institute of Biomedical Informatics

ucd.ie/research/success/majorcollaborativeprogrammes/

The Institute of Biomedical Informatics (IBI) aims to develop the software tools required to achieve the ultimate goal of

using genetic information to develop personalised life-long healthcare. The Department of Education and Learning, Northern Ireland, awarded £1.1 million GBP (€1.2 million) to Professor Peter Hamilton, Queen's University Belfast, to fund a chair and a number of other positions, directly supporting the work of the IBI. Professor Rob Woods, a member of the Institute, was granted an SFI Principal Investigator award. Professor Paddy Nixon, UCD School of Computer Science and Informatics, is the UCD lead.

National Institute for Bioprocessing Research and Training

nibr.ie

The National Institute for Bioprocessing Research and Training (NIBRT) established research collaborations with Roche Pharmaceuticals and the FDA (US Food and Drug Administration). These partnerships add to a growing network that includes Lilly, Becton Dickinson, ABB, Reliance-Genemedix, Merck-Serono, Pfizer, Waters and Ferring. NIBRT Professor, Pauline Rudd, who was profiled in *Nature Technology* (January 2009) and Professor Nigel Jenkins, are the PIs leading these initiatives.

NIBRT is part of the NUI Galway-led SFI SRC *Characterising and Mining the Epithelial Glycosylation in Host/Microbial Interactions* (February 2009), and a participant in Enterprise Ireland's Process Analytical Technology (EI-PAT) grant led by Professor Brian Glennon, UCD School of Chemical and Bioprocess Engineering. Construction will begin on the new facility in UCD's Innovation Park in late 2009.

National Digital Research Centre

ndrc.ie

The National Digital Research Centre (NDRC) is an independent enterprise dedicated to accelerating research from idea to income, bridging the gap between research and industry. The NDRC has concluded its first phase of investment, directing €12 million into 17 translational research projects with 14 commercial partners. Investment to date supports over 100 people focused on translating digital developments into commercial reality. Professor Mark Keane, UCD School of Computer Science and Informatics, sits on the NDRC board, and UCD partners in seven projects, led by Dr Scott Rickard, Dr Aaron Quigley, Dr Greg O'Hare, Dr Debra Laefer, Dr Sean Murphy, Professor Anthony Brabazon and Dr Michael O'Neill.

Fostering bolder attitudes towards invention and investment, the NDRC works with the research labs equipped to produce world-changing discoveries, indigenous companies with the tenacity to advance technology, and multinationals with global leadership to drive adoption.

UCD Academic Institutes

UCD Clinton Institute for American Studies

Director: Professor Liam Kennedy
ucdclinton.ie/

Key highlights from the Clinton Institute in 2008/09 included:

- Launch of the *Photography and International Conflict* project, funded by IRCHSS. This research project forms the core of an interdisciplinary, transnational collaboration between scholars in the fields of visual culture and international relations, practitioners in photography and visual media, and NGO representatives in the fields of human rights and international conflict;
- Curation of an exhibition on the work of the American writer Jack Kerouac, which was sited in Belfield House and attracted over 2,000 visitors. It was supplemented by a series of talks and performances;
- The Clinton Institute hosted its fourth, and largest, Summer School attracting international PhD students to discuss new developments in the study of the United States (July 2009).

UCD Irish Institute for Chinese Studies

Director: Dr Liming Wang
ucd.ie/china/

Some 130 scholars from 71 international universities attended the inaugural conference of the Chinese Economic Association (Europe) in July 2009. Co-hosted by The Irish Institute for Chinese Studies and The Confucius Institute for Ireland, the conference's opening day focused on China's response to recent critical developments in the global economy. Professor Wen Hai (Peking University), Professor Zhiyuan Cui (Tsinghua University), Professor Nicholas Lardy (Peterson Institute for International Economics), Professor Robert Gordon (North-Western University) and Professor Thomas Rawski (University of Pittsburgh) gave keynote presentations.

2008/09 also saw the Institute successfully run its pilot pre-master's studies programme, designed to prepare Chinese final-year undergraduates for postgraduate study at UCD. The programme proved effective in recruiting students of proven academic ability from China for master's study at UCD.

UCD Micheál Ó Cléirigh Institute

Director: Dr John McCafferty
ucd.ie/mocleirigh/

In 2008/09 the UCD Micheál Ó Cléirigh Institute organised 24 seminars and conferences where scholars from Ireland and abroad spoke on aspects of Irish civilisation and history.

In October 2008, as part of the inter-institutional and international project developed in 2007, the Institute led a

highly successful conference in St Isidore's College Rome on the world of Tadhg Ó Cianáin, diarist of the Flight of the Earls in 1607/08.

Projects relating to the material heritage of the Irish Franciscans were recognised in a variety of ways, including funding. The interdisciplinary project *Mapping Death: People, Boundaries and Territories in Ireland 1st to 8th Centuries AD* was funded by the Heritage Council INSTAR programme, having previously been successful in 2008.

UCD Institute for Sport and Health

Director: Professor Colin Boreham
ucd.ie/instituteforsportandhealth/

2009 saw the initiation of two major research projects in the UCD Institute for Sport and Health (ISH):

- An academic industry partnership between Biomedical Research Ltd and UCD, led by Dr Brian Caulfield, UCD School of Physiotherapy and Performance Science, which has attracted funding of €1.3 million over two years. This will enable further development of novel electrical muscle stimulation technologies for sport, health and space travel;
- A research project entitled *What is the Optimal Exercise Prescription for Type 2 Diabetics?* received funding from the HEA-TSR Strand 3 and IRCSET. This project brings together a multidisciplinary team from UCD ISH, UCD School of Biomolecular and Biomedical Sciences and the Biomedical Research Group at IT Tallaght, with the aim of producing guidelines for patients.

Institute for British Irish Studies

Director: Professor John Coakley
ucd.ie/ibis/

International publications by Institute for British Irish Studies (IBIS) researchers (two forthcoming books; one special issue journal; seven book chapters and 14 international journal articles) were supplemented by the digitisation of over 100 working and discussion papers, including 24 which are on the IBIS website.

Outputs from the *Breaking Patterns of Conflict* research project include: one witness seminar, 20 in-depth interviews, a major process of transcribing, editing and preparation of final documentation, further development of the project to cover nationalism since the civil rights movement (IRCHSS post-doctoral fellowship for Dr Cillian McGrattan) and the role of the private sector in the peace process (with support from InterTrade Ireland). This primary historical data has formed the basis of scholarly papers and publications.

A background image showing a group of students in a lecture hall, with one student in the foreground looking towards the camera.

5

PROVIDING A HIGH-QUALITY STUDENT EXPERIENCE

UCD is committed to ensuring that the experience of all students as they pass through the university is as challenging, rewarding and stimulating as possible, and that UCD graduates are well-rounded individuals, who contribute to society and their communities.

A four-year capital development programme is underway to create a state-of-the-art 'knowledge hub' for the 21st century that will consolidate the university's position as a leading centre of teaching and research excellence, attracting and supporting the very best students and staff.

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Facility Development

ucd.ie/campusdevelopment

Strategic plan

UCD has launched a four-year €220 million capital development programme to create a state-of-the-art 'knowledge hub' for the 21st century. This involves major transformation of campus academic, residential and leisure facilities to consolidate the university's position as a leading centre of teaching and research excellence through attracting and supporting the very best students and staff.

The building programme will be guided by the *Gateway Campus Masterplan*, which places a premium on sustainability, landscaping and preservation. €126 million of the funding has been raised through philanthropy, commercial revenue and a student levy. The exchequer is contributing €94 million towards specific educational and research buildings.

Developments to date

The redeveloped UCD Science Centre will be a key contributor in ensuring that Ireland produces quality science and engineering graduates to compete successfully on the international stage. Funding includes €10 million awarded under the Higher Education Authority (HEA) Research Facilities Enhancement Scheme (RFES) to support a range of funded research programmes, and PRTL Cycle 4 funding of €35 million. The next phase of Science South is ongoing with overall completion projected for late 2010. This will provide facilities for researchers in synthetic chemistry, nanoscience, biopharmaceutical sciences, food and health. In July 2009 the Department of Education and Science and the HEA committed €65 million in capital investment to develop 18,600 sq/m facilities for undergraduate and taught postgraduate programmes. Design development and consultation is underway with completion scheduled before *Dublin City of Science* in 2012.

Planning approval was granted for the Charles Institute, which will link the UCD Health Sciences Centre with the UCD Conway Institute. It will be a national resource for training of dermatology health professionals and related research activity, and will afford Ireland the opportunity to establish itself as an international hub for dermatology-related R&D and biopharmaceuticals.

Moloney O'Beirne Architects has been commissioned to develop the new UCD Sutherland School of Law Building, part funded by the National Development Plan 2007–2013 and a major philanthropic gift by Peter Sutherland SC. It will be situated adjacent to the UCD Quinn School of Business.

Enabling works for the 11,000 sq/m UCD Student Learning, Leisure and Sports Complex are almost complete. The development is being funded by a student levy approved by UCD Students' Union and university support. The new student health, debating, drama, societies, media, swimming pool and leisure amenities will be open in 2011.

Planning permission was granted for the next stage of development of Student Residences, which will deliver 134 additional bed spaces at Roebuck Hall by late 2010.

UCD is committed to establishing effective teaching and learning relationships with students. The Newman Building Regeneration includes remodelling of offices, laboratories, classrooms, locker facilities, interaction and break-out areas. These works coincided with the co-location of teaching and research activities within the Colleges of Arts and Celtic Studies, and Human Sciences. The re-organisation involved over 145 office moves and has consolidated many of the 15 Schools now in the building.

Building works for the expansion of UCD Oakmount Crèche have commenced and will increase capacity from 60 to over 100 children by late 2009.

In addition to the above €220 million capital investment programme, final funding approval has been given by the IDA for the construction of laboratory and pilot-scale facilities for the National Institute for Bioprocessing Research and Training (NIBRT), which will be based in Belfield Innovation Park.

The university has developed a Sculpture Trail including public works of art that are an integral part of the fabric of the campus, enriching the sense of place and the physical beauty of the natural environment.

UCD Library

ucd.ie/library

The Library further enhanced its critical information services role in 2008/09, under the leadership of Acting Librarian Pauline Corrigan and subsequently the joint stewardship of Senior Librarians Carmel O'Sullivan and Marie Burke.

In recognition of its integral role in both the students' learning experience and in staff development, the Library is now listed as a training provider in the *UCD Learning and Development Directory*, with nine courses covering a range of topics and skills requirements such as Bibliometrics, Patents and Googling Effectively. The Library has consolidated its role in meeting the information literacy skills needs of students and staff, delivering 500 hours of teaching

over the course of the academic year.

The new *Findit@UCD* Library service was launched in 2008/09. This portal of electronic journals and databases allows users to conduct searches across a range of products simultaneously. It is a building block for the key aim of having all library information resources accessible in a single search. Continually seeking to maximise its positive relationship with the university student community, the Library continues to be a leader in adopting Web 2.0 technologies, and now enjoys an active presence on Twitter as well as Facebook.

Library staff looked forward to the appointment of Dr John Brookes Howard as UCD Librarian from 1 October 2009.

UCD IT Services

ucd.ie/itservices

Flexible learning – through technology and technology-enabled learning spaces – has been the driving force of developments led by UCD IT Services in 2008/09 and has resulted in a range of achievements during the year.

The O2 Mobile Broadband service for students was led by UCD and gives access to all UCD IT services from student laptops. The UCD Connect portal provides the gateway to applications, files, email and the eLearning environment with 23,000 regular weekly users in 2009. The Blackboard eLearning system now provides an offline 'backpack' option, allowing students to work at any time off-campus. New in 2009, the *Software for U* mobile applications service gives students access to the most popular academic software from

their laptops or home computers.

During 2008 the Daedalus Building was transformed into a centre for technology-enabled teaching, learning and research, with the development of three new spaces. A new flexible learning space provides a wireless-enabled area for group work or study and is a very popular spot for students to gather and work together. A new teaching and learning space offers lecture-capture technology that makes material available to students as a podcast via their Blackboard module. A new visualisation and collaboration space, which includes video conferencing, 3D visualisation and smartboard technologies, offers staff and researchers a solution for flexible collaboration.

UCD Career Development Centre

ucd.ie/careers

In 2008/09, under the leadership of Acting Director David Casey, the Centre made strides towards a significantly enhanced service to students and staff. Highlights included:

- The completion of the first phase in a premises upgrade, making information much more accessible, both offline and online, and improving the physical environment of the Centre;
- Further development of students' employability skills as part of curricular Learning Outcomes;
- Increased opportunities for students and recruiters to meet on campus through recruitment presentations, careers fairs and employer-led skills workshops. Highly valued by the student population, attendance at fairs and major programmes such as Career Awareness Week was consistently recorded in the region of 2,000 students.

Despite the current economic climate, strong relationships between the UCD Career Development Centre and leading national and international graduate recruiters are proving their worth. Under the leadership of new Director David Foster, the Centre's programme of careers fairs for 2009/10 is shaping up to be the largest programme yet.



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1. Students and staff tread the boards together in February 2009 in the second UCD Community Musical, *Guys and Dolls*, in O'Reilly Hall
2. Following a live interview in front of an audience of students and staff, Archbishop Desmond Tutu was awarded an Honorary Fellowship of the UCD Literary and Historical Society in February 2009
3. RTÉ presenter Ryan Tubridy and Dr Ciara O'Dowd, GP, UCD Student Health Service, at the launch of the *Books on Prescription* scheme to support students with their medical or counselling treatment in January 2009
4. The UCD Women's Hockey Team won its first national title in 58 years, beating Pegasus to the Irish Senior Cup in April 2009
5. Orientation Guides in UCD. A comprehensive orientation programme is put in place every year to ensure that new students are made to feel at home as quickly as possible
6. UCD's American student community watched the inauguration of US President Barack Obama at a welcome reception hosted by UCD Centre for Study Abroad at the the Astra Hall in January 2009
7. Shown at the 'turning the sod' ceremony on the site of the new UCD Student Learning, Leisure and Sports Complex are (back row, from left): Lorcan Sweetman, UCD Buildings and Services; Brian Mullins, UCD Director of Sport; Aidan Grannell, UCD Buildings and Services; Enda Conaty, UCD Buildings and Services; Paul Lynam, UCDSU Education Officer; Dan O'Neill, UCDSU Campaigns and Communications Officer; Dominic O'Keeffe, UCD Student Centre Manager; and front row (from left): Aodhan O'Dea, UCDSU President; Dr Hugh Brady, UCD President; Gary Redmond, UCDSU President-elect; Dr Martin Butler, UCD Vice-President for Students; and Conor Fingleton, UCDSU Welfare Officer



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7

The Student Experience

UCD is committed to ensuring that the journey of discovery that all students make as they pass through the university is as challenging, rewarding and stimulating as possible. UCD supports all students in whatever issues and challenges they face, so that they develop to their fullest potential during their time here.

The university units responsible for the student experience under the leadership of Dr Martin Butler, Vice-President for Students, underwent a Quality Review in March 2009, with all units currently involved in the resulting implementation plan.

In June 2009, UCD hosted the first NASPA international conference to be held in Europe. NASPA, the international association for senior administrators in student services, is the leading voice for student affairs administration, policy and practice. Dr Martin Butler was appointed the first European Director of NASPA in March 2009.

The Student Counselling Service

ucd.ie/stuhealth/counsellingservice

The Student Experience is enhanced by the provision in UCD of a Student Counselling Service which continued to expand its support programmes for students during the academic year 2009.

A new psychological support programme for PhD students was designed, piloted and implemented successfully. The weekly lunchtime talk series co-ordinated with the Students' Union, *How's Your Mental Well-Being?*, continued with an expanded programme on issues pertinent to student life.

Student Counselling offered a new clinical training placement and further developments in this area are planned for 2009/10. A four-part self-reflexive, systemic-orientated practice forum was undertaken with Chaplains and Student Advisers to extend multidisciplinary liaison and collaboration.

Student Health Service

ucd.ie/stuhealth

UCD is committed to providing UCD students with access to a comprehensive Student Health Service which complements their existing medical services (family GP etc). The year saw ongoing work to establish, in a fair and consistent manner, a range of charges for the academic year 2009/10, designed to maintain the current level of medical services and also provide a platform for additional services.

Significant achievements included: the official launch of the *Books on Prescription* scheme, a joint venture between the Student Health Service and the Library, to assist students in managing their own mental and physical health and promote well-being; development of Sports Injury and Musculoskeletal clinics with Dr Joe Conway; and the introduction of a self-check-in pod in the waiting room.

Student Advisers

ucd.ie/studentadvisers

In 2008/09 the Student Advisers continued to build on the objective of providing a dynamic support service to UCD students by providing support and advice to students on a range of issues; liaising with other School staff around student issues; developing and implementing community building initiatives; and organising and running events.

Being on the frontline dealing with students is still the most important role of the Student Advisers. This year also saw the redevelopment of the Student Advisers website to include a wealth of support information for students.

Chaplaincy

ucd.ie/chaplaincy

The UCD Chaplaincy, besides being involved in student welfare, seeks to develop a cultural dialogue within the university. This year, in association with the UCD Quinn School of Business, it held a symposium entitled *Hope Does Not Disappoint: Rethinking the Language of the Person*, with main speaker Dr David Walsh, Professor of Politics at the Catholic University of America, Washington DC.

Financial Assistance for Students

ucd.ie/student_welfare.htm

The university operates three schemes for students in need of financial assistance, funded largely by the European Social Fund (ESF) through the *National Development Plan (NDP) 2006–2013*. Additional funding comes from donations and student fines.

The Student Welfare Fund is a discretionary fund that offers support to students who encounter unexpected difficulties during their time of study in UCD, and applications can be made at any time during the academic year.

The Student Assistance Fund is funded by the Department of Education and Science, with assistance from the ESF. This means-tested fund is designed to help disadvantaged students most in need of financial support.

The UCD Student Childcare Assistance Fund assists student parents most in need of financial assistance and offers contribution towards childcare costs, either in the UCD crèche or in off-campus childcare. All subsidies are based on individual need.

Sports and Societies

ucd.ie/sport

UCD Sport

UCD Sport's objectives include delivering a quality health and life wellness experience for all students, increasing the numbers participating in sports and recreation, providing excellent multi-purpose facilities, and providing a High-Performance Centre for elite athletes.

In 2008/09, some of the sporting highlights included:

UCD Ladies Hockey Club ended a 58-year hiatus in April when it won the ESB Irish Senior Cup. The Men's Soccer Club won the Eircom League A Championship final in November. UCD Boat Club was triumphant for the 35th time in the Gannon Cup.

Billy Brennan, Graham Rusk, John Dineen and Pete McMahon were named on the Ireland soccer squad for the 25th World University Games in Belgrade in July. Other students selected for the games included Joanne Cuddihy and Deirdre Byrne in athletics, and Nicola Sinnott, Mary Waldron and Louise Quinn on the women's soccer team.

Five UCD rugby players featured in the Heineken European Rugby Cup-winning Leinster squad in May: Brian O'Driscoll, Rob Kearney, Ronnie McCormack, Fergus McFadden and Kevin McLaughlin. Arts students Rob Kearney and Gordon D'Arcy were members of Ireland's rugby grand-slam winning squad, joining UCD graduates Brian O'Driscoll and Paddy Wallace.

Arts student and Gaelic football scholarship recipient Ciaran Lyng was on the victorious Irish team in the International Rules Series against Australia in October 2008.

UCD Marian Basketball Club finally secured the coveted Under-20 National Cup with a 57–56 victory over Maree in January.

At the UCD Athletic Union Council Sport Awards ceremony in May, over 300 students from 24 different sports clubs were honoured for their sporting achievements on behalf of the university over the last twelve months. Ten UCD students received Irish Institute of Sport scholarships for 2008/09, including UCD hockey first-team captain and Irish senior player Lisa Jacob, and Irish soccer international Louise Quinn.

UCD *Get in Gear* programme was rolled out for the fourth year in succession by UCD Sport, in partnership with UCD School of Physiotherapy and Performance Science. The number of students taking part increased from 207 in the October 2008 programme to 365 in the January 2009 programme.

UCD is committed through its week-long orientation programme to welcome and inform all incoming student of

the range of services, supports and facilities available to students at the university. UCD Sports is an integral part of this Orientation Programme, using the opportunity to convey the message to all students that they should follow a healthy and active lifestyle through sports and exercise while at UCD.

Student Societies and Events 2008/09

ucd.ie/socs.htm

UCD recognises that societies and societal activity play a vital role in developing and sustaining quality-driven extra-curricular educational, cultural and social activities for students.

During the reporting period, the UCD Community Musical, *Guys and Dolls*, took place in the O'Reilly Hall and Dramsoc staged the musical *Rent* in the Newman Building, with a five-night sell out run. At the Irish Students Drama Awards (ISDA) festival in Limerick, UCD productions picked up 10 nominations and won four awards.

Guests who addressed student societies during the year included former Irish soccer international Niall Quinn; US Senator Patrick Leahy; actors Jon Heder, John Hurt and Aaron Eckhart; Nobel Laureate Desmond Tutu; Munster and Lions captain Paul O'Connell; and rock musician Roger Daltrey. These events generated extensive media coverage, and continue to showcase UCD and its rich vein of extra-curricular activities.

Societies contributed again to the annual Open Days, with the new Emergency First Aid Society providing its services for the first time at a UCD event.

Two UCD teams reached the final of the Paris Debate Intervarsity, where they lost out to the Oxford Union. Students Stephen Boyle and Ian Boyle Harper won the top Canadian international debate at the University of Toronto Hart House and the top North American IV in Yale University. Julia Lawlor and Rebecca McGrath won the Novice section of the Yale IV.

6

SHAPING AGENDAS

UCD remains committed to the central role it has played for 155 years in shaping Irish society and culture, politics and the economy. UCD University Relations provides a cohesive internal and external communication environment to support UCD's education and research activities.

UCD Development and Alumni Relations continues to foster the lifelong connection between UCD and the more than 130,000 alumni in Ireland and throughout the world, promoting lifelong loyalty and supporting fundraising efforts to ensure future generations receive similar opportunities.

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UCD University Relations

Over the past four years the communications strategy has pursued three core objectives: to develop and implement a strong UCD identity; to maximise the UCD communications impact on external stakeholders through a professional communications service, marketing and media relations; and to engage internal audiences.

Building on this springboard, the principal goal of the University Relations Office's communications is to express the core values of the university in order to recruit students, promote academic expertise and build community.

The 2009 CAO campaign, *Meet the Students*, played a central role in getting the UCD education message out to prospective students and consequently first preferences rose by 6%, confirming UCD as the destination of first choice among undergraduate applicants.

To support the work of the Deputy Registrar for Graduate Studies, a specific campaign was developed to increase applications to taught master's degrees. This programme expressed the general benefits of UCD graduate studies, as well as targeting a pilot number of specific degrees through niche channels. Tactical support was also provided to individual Schools that sought to recruit graduate students.

Moving increasingly into new media, a series of projects were undertaken in order to maximise the impact of web communications.

New homepage channel

A new communications channel was developed, designed and launched for the UCD website homepage. The content is created by the communications team and includes film and written features on key academics, innovators, degree and scholarship opportunities, campus development and events. The channel follows a two-month cycle.

Web design

Building on the web audit in 2008, a revised universal template was designed to reduce costs, improve navigation and facilitate content production.

Web projects

A number of core strategic websites were developed, including the President's website (ucd.ie/president) and The UCD John Hume Institute for Global Irish Studies website (ucd.ie/johnhume).

Video and audio podcasts

A number of Schools and units were assisted in producing podcast series including, *Entrepreneurs Live*: recordings for NovaUCD, Institute of Food & Health and Earth Systems, and series such as *Death, Burial and the Afterlife* for UCD College of Arts and Celtic Studies.

A special series, *Taste of University* lectures, was produced for Leaving Cert students covering familiar subjects (such as Mathematics and English). It demonstrates the nature of a university rather than a secondary school approach. The first group of taster lectures can be accessed through:

ucd.ie/studyatucd/studentexperience/leavingcert/index.html.

The concept of UCD Community Screens was also launched with five networked display screens established across the Newman, Tierney and Daedalus buildings. These are used to communicate notices and event information to students, staff and visitors and build upon the success of the central university events calendar (ucd.ie/events) managed by UCD University Relations.

Media coverage

Event management and media relations were dominated by the announcement of the *Innovation Alliance* between UCD and TCD by An Taoiseach Mr Brian Cowen TD. Among the community-building events extensively publicised was the Bloomsday conferring on 16 June 2009. Support was also given to key campus events such as the Foundation Day Dinner (7 November 2008) and VIP visits including the Czech President, Václav Klaus, on 11 November 2008 and the Tanzanian Prime Minister, Mizengo Peter Pinda, on 26 February 2009.

A full media-relations service provides journalists with accurate and timely responses to queries as well as promoting the strategic messages of the university, the research output and expertise of the academic community and the educational benefits for prospective students.

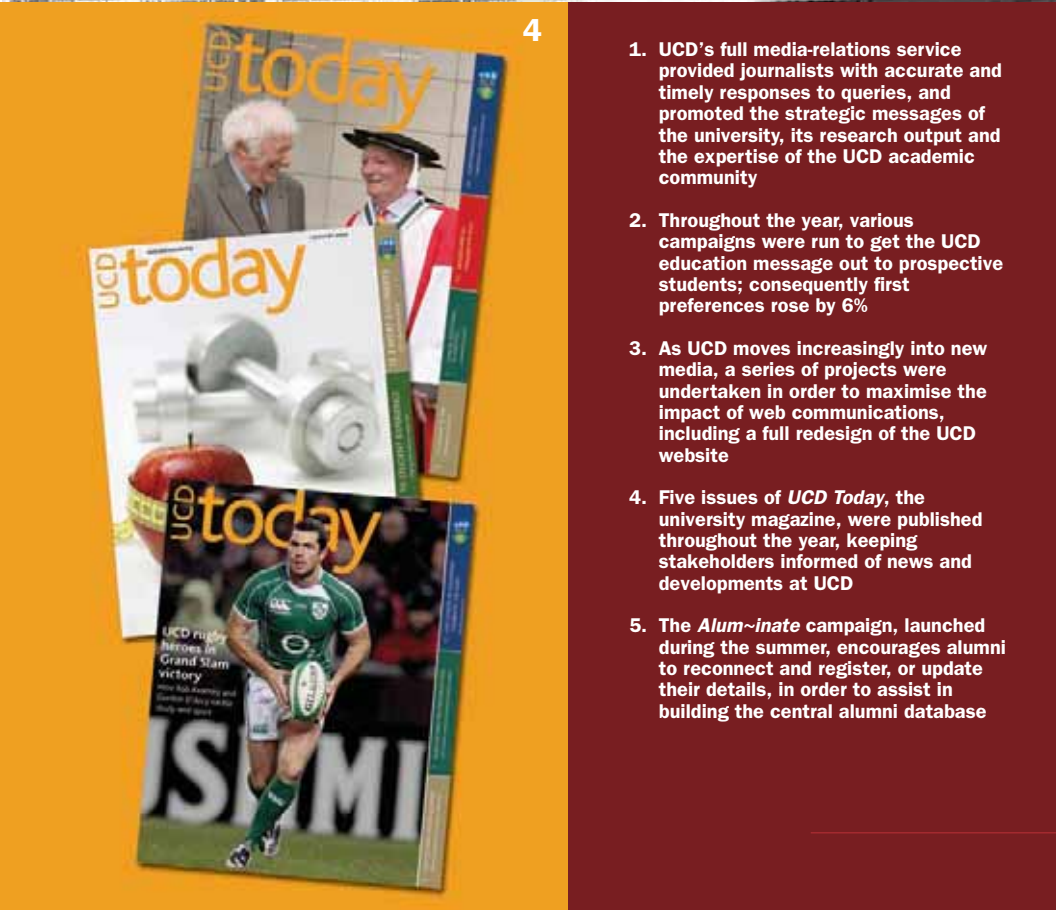
Other roles

Five issues of *UCD Today*, the university magazine, were published throughout the year, and members of the team supported the production and publication of *UCD Connections*. The University Relations Office plays an ongoing role in critical incident planning and management (e.g. serious incident response, Pandemic A (H1N1)).




Shape your own future.

UCD Horizons offers strong, uniquely flexible degree programmes. Designed to let you make choices that deepen your knowledge of your core subjects or explore modules from other programmes to complement your learning. UCD Horizons lets you shape your own future. To find out how, visit www.ucd.ie




1. UCD's full media-relations service provided journalists with accurate and timely responses to queries, and promoted the strategic messages of the university, its research output and the expertise of the UCD academic community
2. Throughout the year, various campaigns were run to get the UCD education message out to prospective students; consequently first preferences rose by 6%
3. As UCD moves increasingly into new media, a series of projects were undertaken in order to maximise the impact of web communications, including a full redesign of the UCD website
4. Five issues of *UCD Today*, the university magazine, were published throughout the year, keeping stakeholders informed of news and developments at UCD
5. The *Alum~inate* campaign, launched during the summer, encourages alumni to reconnect and register, or update their details, in order to assist in building the central alumni database



ALUM~INATE

Calling UCD Alumni



... DID YOU GO TO UCD?

Re-connect with friends, be invited to alumni events, network with other graduates, discuss business ideas, stay in touch, build better, stronger connections. Register at

www.ucd.ie/alumni

REPORT OF THE PRESIDENT

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UNIVERSITY COLLEGE DUBLIN

UCD Development and Alumni Relations

ucd.ie/alumni

UCD Development and Alumni Relations maintains the link between the 130,000 strong alumni and the university. All fundraising and philanthropic income to UCD is managed through UCD Foundation (Ireland), the John Henry Newman Foundation (USA) and The Friends of UCD (UK). Historically, the importance of philanthropic support cannot be overestimated and has run to well over €50 million, supporting projects including the O’Kane Centre for Film Studies and the UCD Quinn School of Business. This source of funding will be even more critical as funding from the exchequer contracts.

Understanding the importance of the ties that bind, Development and Alumni Relations continues to facilitate and foster connections through an extensive alumni relations programme. Work continues with alumni groups in Ireland and overseas to facilitate reunions and events and provide support to graduate associations.

Progress to date

Supporting the university’s development objectives, UCD Foundation continues to focus on ways to deliver funding to university projects, through mass fundraising campaigns and eliciting philanthropic support for major building programmes, as well as for scholarships. Current priorities are fundraising for the UCD Sutherland School of Law and the exciting developments in the UCD Science Centre.

UCD Foundation launched its mass fundraising programme in 2007 and the proceeds are administered through the UCD Alumni Fund. Since then, over 16,000 graduates have been asked to make a gift and over €560,000 has been pledged. Much-needed unrestricted funds are raised through this scheme to provide ongoing support for student-focused initiatives. The priorities for the year ahead include the provision of scholarships, funding for the library, and support for projects of urgent student need.

The Newman Fellowship Programme, which celebrates its 21st anniversary in 2010, provides research opportunities at postdoctorate level and has, since its inception, consistently attracted high-calibre researchers whose work has been generously sponsored by business and industry. A total of 115 Newman fellows have been funded to date. Current donors include Actelion Pharmaceutical, Agilent Technologies, Irish Congress of Trade Unions and Nycomed.

Notable achievements

The alumni relations programme encourages engagement through a range of different channels: the website www.ucd.ie/alumni, the annual alumni magazine *UCD Connections* and the bi-monthly issue of *eConnections* keep alumni in touch with news and events of interest, always encouraging return visits to campus. Events are selected on

the basis of meeting key objectives around relationship building, prospect cultivation and stewardship.

The *Alum~inate* campaign, launched during the summer, encourages alumni to re-connect and register, or update their details. This will assist in building a central database to ensure confidence in the quality of the information held about alumni, facilitating ongoing engagement with them.

The key theme of the approach is *Re-connect*: Give people the opportunity to tap into fond memories, attend events that are evocative of their time at UCD and encourage them to give something back. Ireland has a renowned culture of giving; UCD is developing a culture of asking. Development and Alumni Relations wants to ensure it is asking an informed and engaged network for support.

Future objectives

Work continues to lay the groundwork for the development of the *Campaign for UCD: Forming Global Minds*, which will focus on the key fundraising campaigns and projects on campus.

New and innovative fundraising strategies – such as telethons and direct mail – will be tested and integrated with existing mass fundraising campaigns to ensure optimum use is made of the donor pool. A legacy campaign will also be tested in the period ahead.

The alumni relations programme is being reviewed to ensure currency and relevance. The 2009–2010 edition of *UCD Connections* will be revamped to highlight alumni achievement and reflect the breadth of their involvement in Ireland and overseas. Early autumn will see the launch of *Characters in Conversation*, a series designed to welcome back some of our illustrious alumni and showcase characters that appeal to our diverse alumni audience.

Over the coming months, the UCD Affinity credit card, in conjunction with Bank of Ireland, will be relaunched. The card offers alumni the opportunity to show pride in their association with UCD, while supporting it financially at the same time.

Awards and Honours

Honorary Degrees

Professor Deirdre Curtin, chair of Law University of Amsterdam – Honorary Degree of Doctor of Laws – 1 September 2008.

Professor JoséVarela Núñez, distinction in educational innovation and regional development – Honorary Degree of Doctor of Laws – 2 September 2008.

Jim Quinn, President of Tiffany & Co – Honorary Degree of Doctor of Laws – 13 November 2008.

Alasdair MacIntyre, leading contemporary philosopher – Honorary Degree of Doctor of Literature – 10 March 2009.

Dr Francisco Javier Solana de Madariaga, Secretary-General of the EU Council – Honorary Degree of Doctor of Laws – 22 April 2009.

Dr Michael E. Kamarck, innovator in biotechnology and pharmaceutical research – Honorary Degree of Doctor of Science – 4 June 2009.

Jack Kyle, former Ireland Rugby fly-half – Honorary Degree of Doctor of Laws – 16 June 2009.

Hilary M. Weston, philanthropist – Honorary Degree of Doctor of Literature – 16 June 2009.

John Joseph Collins, scholar in near-eastern apocalyptic writings – Honorary Degree of Doctor of Literature – 16 June 2009.

Kieran McGowan, former head of IDA – Honorary Degree of Doctor of Laws – 16 June 2009.

Dennis O'Driscoll, poet – Honorary Degree of Doctor of Literature – 16 June 2009.

Richard A. Lerner, chemist – Honorary Degree of Doctor of Science – 16 June 2009.

UCD Ulysses Medal

Dr Michael Smurfit, 24 April 2009, in recognition of the substantial contribution toward the establishment of the UCD Michael Smurfit Graduate Business School in 1991.

Lochlann Quinn, 24 April 2009, in recognition of the substantial contribution of Mr Quinn and his wife Brenda toward the new building of the UCD Quinn School of Business, which was opened in 2002.

President John L. Hennessy, Stanford University's 10th President, 16 March 2009, in recognition of his outstanding global contribution to academic research, innovation and university education.

Professor Richard Ernst, Nobel Prize winner in Chemistry (1991), 7 May 2009, in recognition of his global contribution to science.

Professor Richard A. Lerner, 15 June 2009, in recognition of his groundbreaking work as a chemist, which opened new doors to scientific discovery.

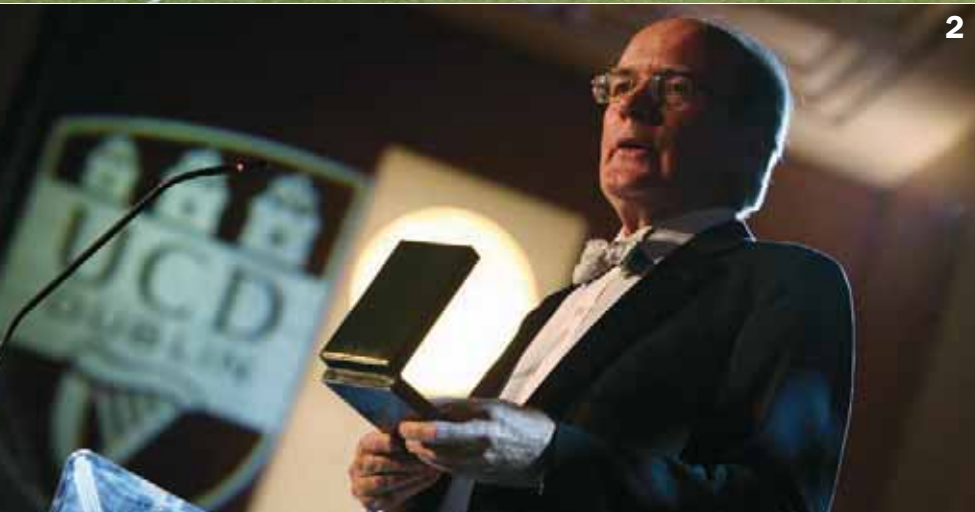
Brian Friel, playwright, 16 June 2009, in recognition of his contribution to the Arts and his role as Ireland's greatest living playwright.

Foundation Day Medal

UCD Alumnus **Dr Pearse Lyons**, founder and president of Alltech, was awarded the UCD Foundation Day Medal, 7 November 2008, in recognition of his outstanding contribution to science and industry.



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1. On Bloomsday, 16 June 2009, UCD honorary doctorates were conferred upon six outstanding individuals, while playwright Brian Friel received the UCD Ulysses Medal. Pictured (from left): Jack Kyle, former Ireland Rugby fly-half (Honorary Degree of Doctor of Laws); Kieran McGowan, former head of IDA (Honorary Degree of Doctor of Laws); John Joseph Collins, scholar in near-eastern apocalyptic writings (Honorary Degree of Doctor of Literature); Hilary M. Weston, philanthropist (Honorary Degree of Doctor of Literature); Dr Hugh Brady, UCD President; Brian Friel (UCD Ulysses Medal); Richard A. Lerner, chemist (Honorary Degree of Doctor of Science); and Dennis O'Driscoll, poet (Honorary Degree of Doctor of Literature)

2. UCD Alumnus Dr Pearse Lyons, founder and president of Alltech, was awarded the UCD Foundation Day Medal on 7 November 2008 in recognition of his outstanding contribution to science and industry

3. President of Stanford University John L. Hennessy received the UCD Ulysses Medal in March 2009 in recognition of his outstanding global contribution to academic research, innovation and university education

4. Jim Quinn, president of Tiffany & Co, was awarded an Honorary Degree of Doctor of Laws on 13 November 2008 in recognition of his support of education, both in his native New York and through his role on the North American Advisory Board of the UCD Michael Smurfit Graduate School of Business



7

STAFF DEVELOPMENTS

UCD's vision to be a world-class research-intensive university cannot be realised without excellence in support for its primary resource – its staff and faculty.

UCD is committed to facilitating the fullest development of current staff, and to strategic recruitment of new staff. It is the university's aim that UCD be a place where the individual is valued and nurtured, and where performance is assessed in an appropriate and structured manner, supported by appropriate opportunities for personal and professional development.

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Staff Developments

ucd.ie/hr

The mission of UCD HR is to partner with the management and staff of the university, delivering high-quality HR services and management expertise, enabling effective organisation and people development in line with its strategic goals.

Delivery of core HR services in a timely, cost effective and efficient manner was the primary focus for UCD HR during 2008/09, while also maintaining its dedicated involvement in a wide variety of senior management team projects. Alongside these projects, UCD HR also actively contributed to the cost-reduction agenda.

Ongoing development opportunities for staff are available through the now fully implemented UCD Performance Management and Development System (UCD PMDS). In addition, UCD HR has enhanced the range of development opportunities for staff through the introduction of mentoring and coaching services and programmes targeted to different roles and career stages.

Progress to date

UCD HR has played a key role in advancing payroll cost-reduction initiatives, including the implementation of two early retirement schemes, an incentivised career break scheme and a shorter working year scheme. Other activities in this area include managing absenteeism and assisting Schools and units to prioritise their workloads through organisation development methodologies.

Senior Management Team projects which UCD HR implemented included Academic Governance and Management, Academic Recruitment Protocols, Academic Promotions, Research Careers and Workforce Planning, the Leadership Programme and Developing Key Performance Indicators.

Roll-out of the UCD PMDS to over 3,000 staff has been completed and the implementation of the Early Stage Research Career Project is underway.

The ability to service the above needs of the university in an effective manner has been greatly influenced by the implementation and embedding of the HR Partner role.

A mediation service has been launched, allowing for a conflict resolution process that is voluntary and confidential and enables disputing parties to resolve any conflict in a mutually agreeable way with the help of a neutral third party.

A quality review of recruitment processes and the full implementation of e-Recruitment across the university have been completed.

A full review of how HR policies and procedures are presented has been undertaken and the HR website has been entirely revamped, making information more easily accessible to staff across the university.

A comprehensive review of the staff orientation programme has been successfully completed and the Head of School Development Programme has been enhanced.

Future plans include preparation for the HR Quality Review Process, further contribution to the cost reduction agenda and the development of mechanisms that will enable the further evaluation of HR services.

New Appointments

The appointments listed in the following table are those made in the period from 1 September 2008 to 31 August 2009.

Appointments to Professor

The table below sets out the academic appointments made in the period of the report to positions of Professor and includes both new recruits to UCD and UCD staff promoted.

Name	Title	Unit
Professor John Jackson	Dean of Law and Professor of Criminal Law	UCD School of Law
Professor Johan Ericsson	SFI Stokes Professor	UCD School of Medicine and Medical Sciences
Professor Steffen Backert	Professor of Cellular Microbiology	UCD School of Biomolecular and Biomedical Sciences
Professor Diane Negra	Professor of Film Studies and Screen Culture	UCD School of English, Drama and Film
Professor Máire B Ni Annracháin	Professorship of Modern Irish Language and Literature	UCD School of School of Irish, Celtic Studies, Irish Folklore and Linguistics
Professor Joao Marques Silva	SFI Stokes Professor of Computer Science and Informatics	UCD School of Computer Science and Informatics
Professor David Coker	SFI Stokes Professor of NanoBio Physics and Director of Atlantic Centre for Atomistic Modelling	UCD School of Physics
Professor Chris Whelan	Professor of Sociology	UCD School of Sociology
Professor Martin Albrecht	Professor of Inorganic Chemistry	UCD School of Chemistry and Chemical Biology
Professor Diarmaid Ferriter	Professor of Modern Irish History	UCD School of History and Archives
Professor Boris Kholdenko	Deputy Director of the Systems Biology Centre	UCD School of Biology and Environmental Science
Professor Walter Kolch	Director of the Systems Biology Centre	UCD School of Biology and Environmental Science
Professor Margaret Colette McAuley	Professor of Social Work	UCD School of Applied Social Science

