



**RISING
TO THE
FUTURE**
UCD Strategy 2020-2024

UCD Strategic Campus Development Plan 2016–2021–2026

Interim Update 2022





Contents

1	Context and vision	4
	President's statement	5
	Supporting the UCD Strategy	6
	Guiding principles	7
	Recent achievements	8
	Population and demographics	10
	Climate action	11
2	Enhancing the campus experience	12
	Campus experience	13
	Education and learning	14
	Campus landscape	16
	Research infrastructure	16
	Universal design	16
	Workplace	17
3	Sustainable development & transitioning to a low-carbon estate	18
	Estate carbon and energy management	19
	Commuting and mobility planning	19
	Biodiversity and water	21
	Built and cultural heritage	21
4	Supporting university growth	22
	University Growth	23
	Estates Strategy 2016-2021-2026	24
	Belfield Campus - Character Areas	28
	Education, Research and Innovation	28
	Sports and Student Amenities	31
	Residential	31
	UCD Blackrock and UCD Lyons Teaching and Research Farm	32
	Appendices: Local, regional and national policy drivers	
	1. Project Ireland 2040	36
	2. Dún Laoghaire-Rathdown County Council Development Plan	36
	3. National Transport Authority's Transport Strategy for the Greater Dublin Area 2016-2035	37
	4. Climate policy	37

1

Context and vision



President's statement

Universities have always been drivers of economic growth and social change. In Ireland, our higher-education system has played an invaluable role in the country's economic recovery since the 2008 financial crisis, as well as enhancing its reputation abroad. As a university, we hold a special place in society, offering an environment where information and knowledge are used to educate and develop highly skilled individuals, to stimulate innovation and to create new knowledge through research.

Our mission is to contribute to the flourishing of Dublin, Ireland, Europe and the world. We will achieve this through the excellence and impact of our research and scholarship, the quality of our graduates and our global engagement. We will also provide the supportive community and environment in which every single member of the University is empowered to achieve their full potential.

Since the launch of the Strategic Campus Development Plan in 2016, we have made good progress in the provision of enhanced campus infrastructure. We have added significant capacity to our on-campus student accommodation and additional facilities for residents in the UCD Village. The University Club is a congenial setting in which faculty, staff, alumni and visitors can meet. We have refurbished Ardmore House, one of the period houses sited at the centre of the campus. Generous philanthropic support has enabled the establishment of the Museum of Literature Ireland (MoLI) at Newman House and the development of the Moore Centre for Business at Belfield.

The Strategic Campus Development Plan outlines a ten-year development framework for the Belfield Campus. The plan focuses on providing the physical infrastructure necessary to achieve our mission in terms of state-of-the-art education, research and innovation, student residences, and sports, recreation and support facilities.

It includes a landmark development at the campus entrance comprising the Centre for Creativity and the Centre for Future Learning. These will add very significant capacity for both teaching and research when they are completed. We will continue to add to the student accommodation portfolio, and we have advanced plans for the completion of the O'Brien Centre for Science. We plan to continue the refurbishment and investment programme in both the Newman and James Joyce Library buildings to improve facilities for students and staff and to meet modern environmental standards.

The completion of the running track marks the end of the first phase of the redevelopment of the western end of the campus. Later phases will include a range of additional sporting and cultural facilities. We will promote the sustainable development of an attractive, friendly and accessible environment that encourages engagement with university life and local communities. We draw great benefit from having such a beautiful and distinctive landscape setting as the Belfield Campus, and this will be further enhanced to provide social and cultural amenities while also maintaining ecological diversity.

All of our development activities are driven by a vision of a world-class learning, working and living environment, and, by adopting a holistic, student-focused and research-led educational experience, they all support our goal of being a global top-100 university.

UCD is working hard to ensure that the overall capital programme can be paid for through a combination of revenues, exchequer and philanthropic contributions. Given changing economic and regulatory conditions, the strategic need and business case for each project in the programme will be kept under review to ensure that the projects remain necessary, viable and fundable.

Supporting the UCD Strategy

UCD ranks in the top 1 per cent of higher-education institutions in the world and is Ireland's largest and most globally engaged university, with a community of over 30,000 students and employees. The University represents an important investment in education and research infrastructure and has contributed significantly to Ireland's success in the global competition for knowledge and talent. Our excellent track record in graduate employment is evidenced by the QS 2022 Graduate Employability Rankings, which placed UCD as eighty-seventh in the world and first in Ireland in terms of the employability of its graduates.

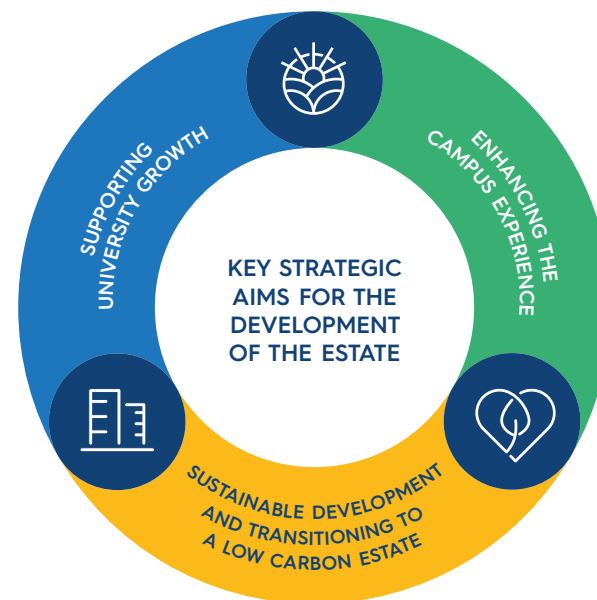
Our ambition is to continue to develop highly skilled graduates who are well prepared to meet the demands of today's and tomorrow's society and economy. The delivery of a quality on-campus experience is central to this ambition, with the highest-quality facilities for teaching, learning, research and innovation and a strong and healthy university community. The UCD estate incorporates c. 447,500 m² of building floor area, predominantly at the main Belfield Campus, with further space at the UCD Michael Smurfit Graduate Business School on the Blackrock campus, UCD Lyons Teaching and Research Farm, Newman House and various hospital locations.

In 2016, UCD published the UCD Strategic Campus Development Plan 2016–2021–2026, to guide planning for the physical expansion of the estate in support of the University Strategy 2015–2020. The year 2022 marks a reviewpoint of the current time frame of the Strategic Campus Development Plan and provides an opportunity to review and update the vision outlined in the plan. This will ensure continued alignment with local, regional and national policy, and, in particular, it will support the new University strategy, *Rising to the Future: UCD Strategy 2020–2024*.

Rising to the Future: UCD Strategy 2020–2024

Rising to the Future communicates the University's mission 'to contribute to the flourishing of Dublin, Ireland, Europe and the world through the excellence and impact of our research and scholarship, the quality of our graduates and our national and global engagement; providing a supportive community in which every member of the University is enabled to achieve their full potential.'

This interim update aligns the Strategic Campus Development Plan with Rising to the Future, informing the sustainable physical development of the campus and supporting delivery of the University's strategic themes, core objectives and key enablers. The key strategic aims for the development of the estate are:





Guiding Principles

- Supporting the University's strategic themes, core objectives and key enablers
- Ensuring strategic, coherent and integrated location of on-campus activities
- Providing an attractive and friendly campus experience befitting a global university that encourages wide engagement with the university community
- Promoting sustainability and excellence in the design and use of the university estate, including sustainable use of campus lands
- Fostering an accessible and sustainable campus environment, including a green-infrastructure network that promotes landscape, biodiversity and heritage
- Responding to regional and national plans, policies and strategies and translating their vision at the university level

Recent Achievements



2018

The UCD Confucius Institute for Ireland was jointly funded by the Irish and Chinese governments and provides an evocative setting where Chinese and Irish cultures can meet.



2018

Ashfield Residence provides accommodation for 354 students and increased total on-campus accommodation capacity to 3,170 bedrooms when it opened in 2016.



2019

MoLI is a partnership between UCD and the National Library of Ireland supported by the Naughton Foundation and Fáilte Ireland. Newman House was the university's first home, and provides a wonderful city-centre location in which to celebrate Ireland's rich literary heritage.



2019

The University Club provides a much-needed facility for community engagement and hospitality. Being situated adjacent to the O'Reilly Hall enhances its ability to support events on campus throughout the year.



2019

The UCD Moore Centre for Business was made possible by the generosity of Angela Moore and honours the memory of her late husband, Dr George G. Moore, who was an entrepreneur and UCD alumnus. The centre features a range of facilities that enable students to tackle complex ideas through the latest advances in learning technology and includes a blend of formal and informal learning spaces.

The current Strategic Campus Development Plan builds upon those stretching back to the original Wejchert Masterplan in the 1960's. These plans have guided the evolution of the Belfield campus, providing a coherent framework for development and helping to realise the type of rich and vibrant campus experience which is evident today.



2020

The 29 September 2020 marked the 50th anniversary of the main move by UCD from Earlsfort Terrace to Belfield. The Belfield 50 Project celebrated what makes the campus so special, its foundations, its buildings, its memories and its people. Over the past six decades generations of students have spent their formative years on the Belfield campus and their time at UCD has helped mould their life journeys.



2021

UCD residences Phase 1 of the Student Residences Masterplan opened in September 2021, with 924 en-suite study bedrooms.



2021

Continuing UCD's commitment to the protection and restoration of its period buildings, Ardmore House was carefully restored and brought into compliance with building regulations. It will be used as offices and a meeting venue.



2022

The UCD Village opened in 2022, and provides enhanced social, retail and recreation space to students.



2022

A new eight-lane running track, designed to International Association of Athletics Federations (IAAF) standards and located in the Sports and Student Amenity Precinct.

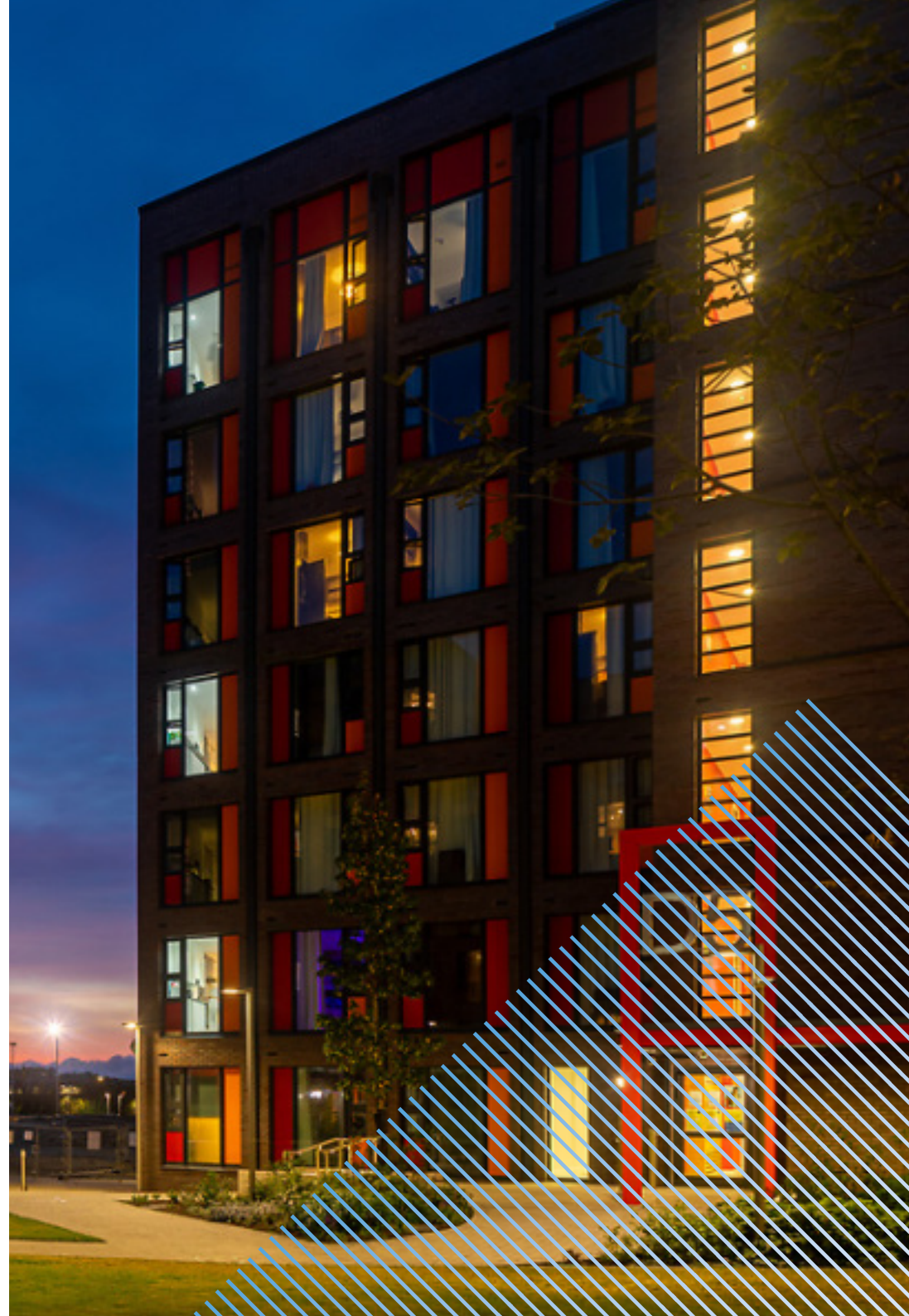


Population and demographics

The Strategic Campus Development Plan and the Estates Strategy are informed by the population and demographic growth envisaged in Rising to the Future and subsequent growth projections developed as part of strategic planning exercises. The enrolled student population is currently exceeding growth targeted in the University Strategy based on academic year 2021/2022, with a further growth of 16% envisaged by academic year 2032/2033 in response to increasing national and international demand for access to quality university education.

In keeping with UCD's commitment to the quality of the student and educational experience, UCD plans to further increase the faculty population, thereby improving the staff-student ratio to international standards.

The estate will be developed in a way that responds to the need for growth, through the addition of new building area and the reimagining of existing buildings to prolong their life and meet modern education and research requirements. The refurbishment and reconfiguration of existing areas will be central to facilitating growth in both student and staff numbers and ensuring the efficient use of space.





Climate action

UCD has a long-standing commitment to sustainability, highlighted most recently by the inclusion of 'Creating a Sustainable Global Society' as the first strategic theme in Rising to the Future. Members of the UCD community have been to the fore in applying the UN Sustainable Development Goals to research areas such as the bioeconomy, agri-food and renewable energy and have developed education programmes in sustainable development and humanitarian assistance.

The Intergovernmental Panel on Climate Change published its Sixth Assessment Report on Climate Change in August 2021, outlining the considerable negative impact of human activity on the climate. *Climate Action Plan 2021* (CAP 2021) is Ireland's road map to becoming a climate-neutral economy and resilient society by 2050. CAP has set the following interim 2030 targets for public-sector organisations relating to greenhouse-gas emissions and energy efficiency:

- Reduce greenhouse-gas emissions by 51 per cent by 2030 from a baseline of 2016–2018
- Increase the improvement in energy efficiency in the public sector from the 33 per cent target in 2020 to 50 per cent by 2030
- Put in place a Climate Action Roadmap by the end of 2022

UCD commits to achieving these targets and intends to demonstrate best practice in carbon management, to become a 'living lab' and to visibly demonstrate UCD's commitment through the design, operation and renewal of our buildings and campus infrastructure. Adapting the University estate for a low-carbon future will be a significant challenge; however UCD is committed to achieving the CAP targets for 2030 and to developing a pathway to carbon neutrality.



2 Enhancing the Campus Experience

Campus experience

The delivery of a quality on-campus experience befitting a global institution is a key ambition of the University. The continued development of the campus reflects this commitment, ensuring that education, sport and recreation and accommodation are all available in a holistic campus environment.

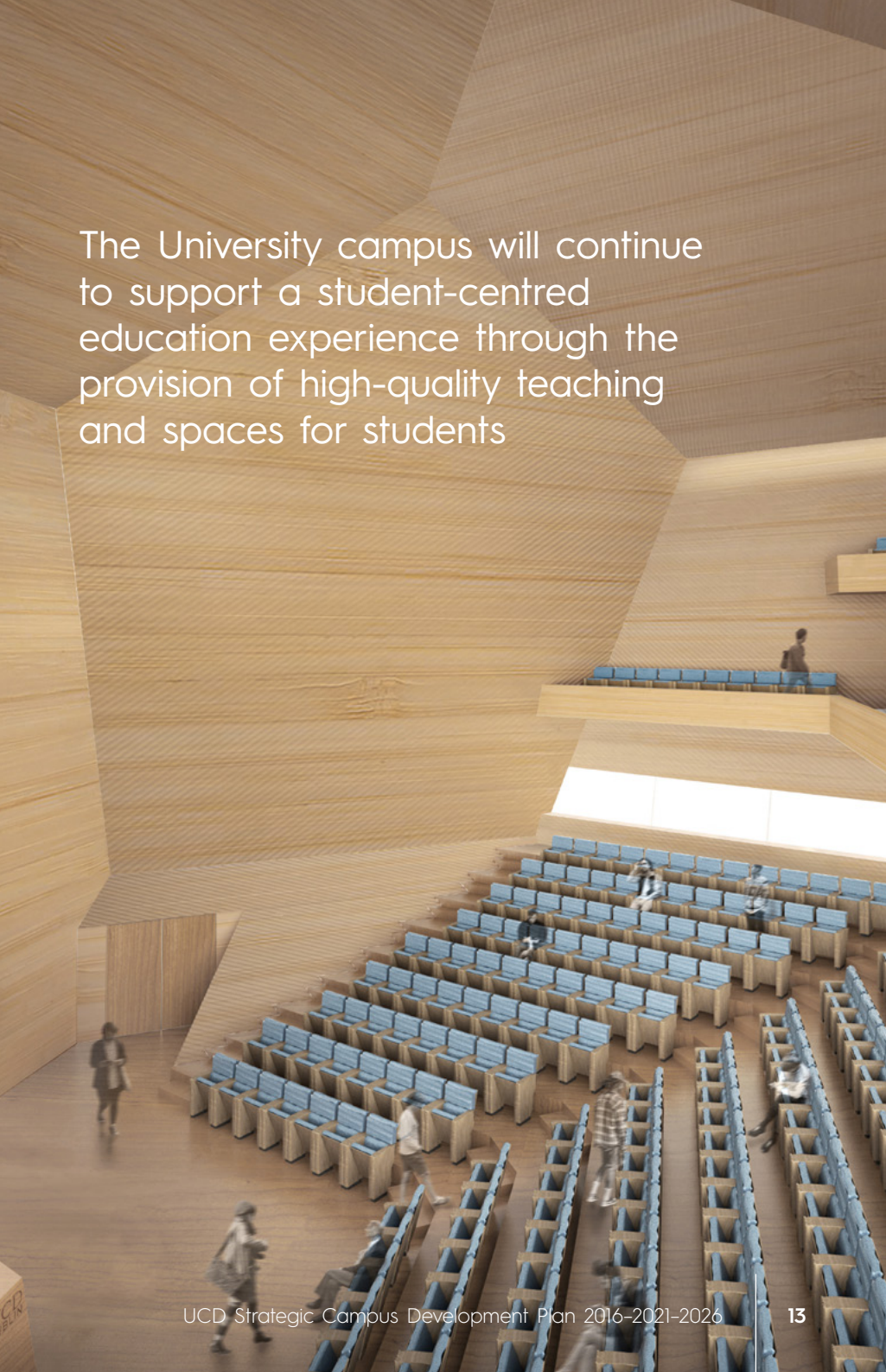
A UCD Student Experience Mapping project – Shaping Living and Learning – carried out in 2019–2020, found that students think of their academic learning and living experience in an integrated way.

UCD has committed to enhancing the student on-campus experience by improving both building condition and functional suitability. Projects will be assessed in terms of their contribution to improving both building performance, including environmental performance and their contribution to providing an improved experience in teaching, learning, recreation, research and workplace. Where possible, improvements to building fabric and condition will be progressed in conjunction with improvements to functionality in order to minimise disruption and achieve economies of scale.

Investments will include:

- Formal and informal spaces for academic related activities
- Recreational facilities, outdoor amenities and social spaces to support health and well-being, including access to food and refreshment areas
- Student residences and support facilities
- Commuting infrastructure
- Green and sustainable infrastructure

Rising to the Future embraces the role that digital transformation will play in the future delivery of services and the enhancement of the student experience. As outlined in the Strategy for Education and Student Success 2020–2024, UCD will ‘continually review, upgrade, and integrate as appropriate physical and virtual teaching and learning spaces to ensure the environment meets the needs of learners and teachers.’

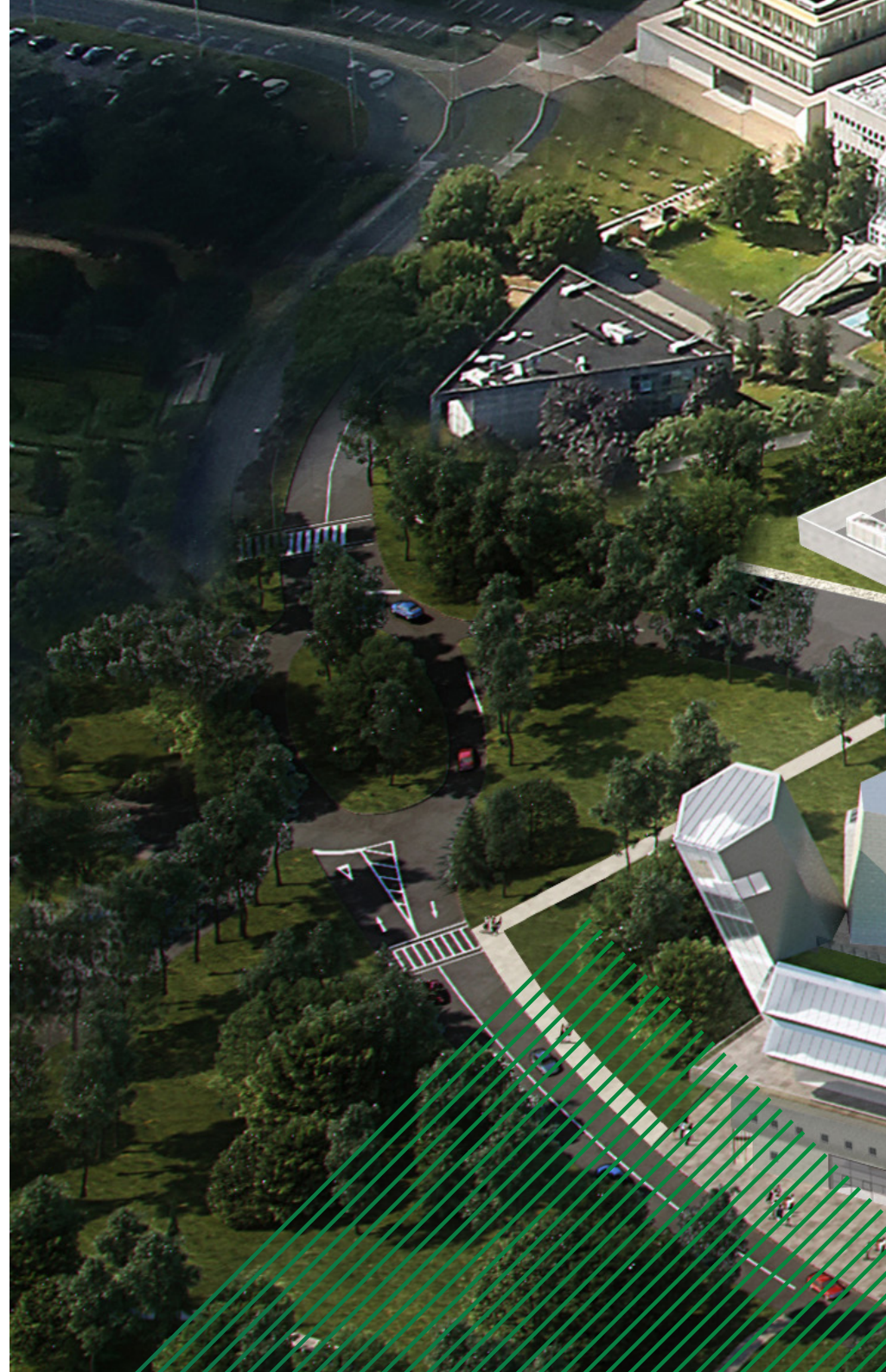
A large, modern lecture hall with tiered seating and a wooden interior. The seating is arranged in a semi-circle, with blue chairs and wooden desks. The walls and ceiling are made of light-colored wood, creating a warm and modern atmosphere. Several people are visible in the hall, some standing and some sitting, suggesting an active learning environment.

The University campus will continue to support a student-centred education experience through the provision of high-quality teaching and spaces for students

Education and learning

As outlined in the Strategy for Education and Student Success, 'Our aim is to provide an educational experience that is holistic, one that instils in students a desire and capacity to learn and create, to question and reason, to innovate and explore and to contribute to society at all levels.' Third-level teaching and learning develops continuously. One of UCD's core offerings is the highest standard of in-person teaching and learning and a rounded student experience. In addition to traditional lecture-based teaching, there has been a move to active modes of learning, including blended and small-group teaching, more task-based learning and project work, and a greater emphasis on group work and peer learning.

The University campus will continue to support a student-centred education experience through the provision of high-quality teaching and spaces for students where they can learn through meaningful interaction with their lecturers, tutors and peer group, and where they can benefit from an immersive on-campus learning experience. The Strategic Campus Development Plan recognises that in addition to increasing the number of formal learning spaces, there is a need to measure and provide more informal learning spaces in both existing and new buildings.





Campus landscape

Green belts and green spaces in our cities, towns and villages are an integral part of the fabric of our settlements, whether that is through their use for community recreation and amenity purposes, supporting biodiversity or as a natural delineation of the settlement itself, forming the interface between urban and rural areas. (*Project Ireland 2040*)

The Belfield Campus is renowned for its natural landscapes, sylvan setting and native and exotic species. The extensive woodlands and green spaces provide a backdrop for the built environment, facilitating a healthy living and working environment and providing a 'living lab' for teaching and learning. The Strategic Campus Development Plan recognises that careful design of amenity spaces is key in shaping the open character of the campus landscape and promoting a coherent and integrated green-infrastructure campus network. This in turn serves to enhance opportunities for biodiversity to thrive, provides readily accessible open spaces, sporting and recreational facilities and aligns with the historic character of the campus, e.g., the continuing development of the Boundary Woodland Walk network, the strengthening of the campus woodlands through regenerative tree planting and the planned development of a sensory trail on campus.

Research infrastructure

Objective 1 of the UCD Strategy is 'Increase the quality, quantity and impact of our research, scholarship and innovation.' As outlined in *Shaping the Future: UCD Strategy for Research, Innovation and Impact*, 'this will be achieved through investing in our people and providing a culture and environment in which they are supported to deliver on their potential and ambitions.'

The continued targeted growth in research-active academics will lead to demand for accommodation, the majority of which will be provided within the identified projects up to 2026, and the balance of which will be provided for through projects beyond 2026. This demand will come not only directly, from the new hires, but also from research-related space for postdoctoral researchers, postgraduate students, research support staff and specialist research spaces, including laboratories.

Recognising the projected post-2026 demand for research accommodation, consideration will be given towards accommodation solutions, which may include dedicated interdisciplinary research or the growth of discipline-related facilities. Decisions on the approach may be influenced by areas of growth and potential funding sources, e.g., future funding calls for the Programme for Research in Third Level Institutions.

Universal design

UCD will continue to promote inclusivity, accessibility, equality, health and well-being not only through its teaching and practices but also in its built form. Universal design allows campus facilities to be used to the greatest extent possible by all people, regardless of age, ability or disability. Through the implementation of universal design, as outlined through the 'University for All' approach, UCD has embraced the concept of an accessible built environment and physical campus that supports the goal of our becoming a fully inclusive, diverse institution.

Evolving the campus infrastructure to meet the needs of the entire university community is an essential component in making UCD an attractive, friendly and accessible environment. Developing a culture of inclusion is a continuous process of improvement and not a once-off initiative. Embedding inclusion and accessibility in the design of new areas and in effective ongoing building and campus management will all be examples of good universal design in operation.

Workplace

Universities provide spaces for people to work, engage and collaborate, enabling teaching, research and innovation. Like all spaces in the University, the needs and demands on workplace space are evolving over time to reflect new modes of working as they are adopted. Workplaces, including offices, meeting rooms and associated space, account for 28 per cent of the University's usable internal area, making it the largest single classification of space use.

Using this space as effectively and efficiently as possible, and only developing new workspace where a proven need is established, aligns with the University's sustainability and climate goals, avoiding unnecessary generation of carbon dioxide and resource use through construction and operation of the spaces.

Schools, Colleges and Support units may seek to evolve and improve their workplaces to increase flexibility and capacity potentially introducing new ways of working, such as activity based working, hybrid workplace etc. Design approaches and space norms will be developed to support new workplace layouts taking on board lessons learnt across the portfolio.

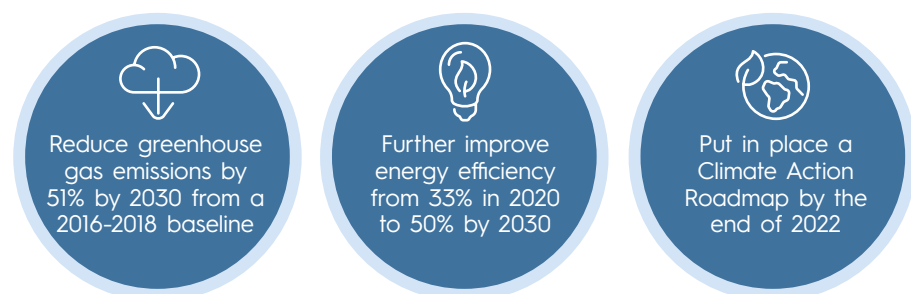




3 Sustainable Development

Estate carbon and energy management

As part of the original Strategic Campus Development Plan 2016-2021-2026, UCD made a commitment to gaining ISO 50001 certification for its energy-management system and an improvement in energy efficiency of 33 per cent by 2020. Both objectives have been achieved and are a sign of UCD's commitment to reaching public-sector targets. These achievements are the result of targeted investment in energy conservation and carbon-reduction projects, a structured energy-management system based on continuous improvement, and support from staff and students to collectively improve our behaviour around energy usage. The government's CAP 2021 establishes further targets for public-sector organisations relating to carbon emissions and energy efficiency. The key targets relating to the estate are:



Investment in energy-efficiency measures will continue, with the goal of reducing unnecessary energy usage and associated carbon-dioxide emissions. Refurbishment of existing buildings identified within the time frame of the Strategic Campus Development Plan will deliver significant carbon savings as both fabric and plant are upgraded to modern standards and renewable energy generation is integrated.

New buildings will be developed to Nearly Zero Energy Building standard and BER A, and energy-efficient design techniques will be incorporated. UCD further commits that

any building refurbishments or deep retrofit projects will set a minimum BER target of B or better. Further work will be undertaken during the lifetime of the Strategic Campus Development Plan to develop and refine pathways towards a 2030 target of a 51 per cent carbon-dioxide emissions reduction, and, beyond, towards full decarbonisation of the estate.

Commuting and mobility planning

UCD is committed to enabling and promoting low-carbon, healthy mobility choices to, from and within the University and will continue to work collaboratively with the National Transport Authority (NTA) and Dún Laoghaire-Rathdown County Council (DLRCC) to develop, improve and promote sustainable mobility.

UCD continues to actively implement the *UCD Travel Plan 2016-2021-2026*, with ambitious targets to facilitate a modal shift away from the private car. Continuing to deliver significant reductions in car use in the future will be challenging in the context of a growing community and the noted trend of people commuting from further distances to work and study. However, in line with climate-action goals, UCD is committed to playing its part in reducing car dependency through measures including the provision of enhanced on-campus sustainable commuting infrastructure, growing on-campus residences, implementing 'demand management' for campus car-parking and working with partners to identify further opportunities.

UCD will continue to work with partners through the TFI Smarter Campuses Programme to develop its pedestrian and cycling network, which is integrated with the wider Greater Dublin Area (GDA) Cycle Network; and with the NTA to improve public-transport services to UCD through the BusConnects programme. In particular, the proposed bus interchange at Belfield, to be delivered as part of the Future Campus masterplan, will enable greater frequency and quality of service to the campus.

The architectural legacy of the campus will continue to be valued and considered along with ongoing development and refurbishment and adaptive reuse initiatives.



Biodiversity and water

UCD's campuses contain a rich array of biodiversity, and careful management of these environments ensures that biodiversity is supported and encouraged. Active participation with An Taisce's Green-Campus Ireland programme and the All-Ireland Pollinator Plan will continue to play an important role in this.

UCD's management of biodiversity is focused on increasing the proportion of biodiversity-rich areas as the campus develops through strengthening existing areas such as woodlands and developing new areas throughout the campus to allow biodiversity to thrive. Consolidating and enriching this character, the University recognises the value of biodiversity to the campus.

UCD as a public body aims to be an exemplar in sustainable water use and management. To help achieve this, UCD Water will continue to seek to reduce leakage rates within the Belfield and Blackrock campuses, with continued investment in the water network and metering programmes. Through proactive management, infrastructure-upgrade programmes and the development of alternative water supplies, UCD has reduced mains-water consumption by 27 per cent since 2011, with the UCD Water Management Team successfully achieving the ISO 50001 Energy Management Standard accreditation.

The expansion of the white-water network to future developments for use in toilet flushing, such as the UCD Future Campus, and the Science Phase 3 development, will contribute significantly to water-usage efficiencies.

Built and cultural heritage

UCD recognises the value of adapting and reusing existing buildings. The environmental benefits and social advantage of repurposing a building with valued heritage makes this an essential component of sustainable development. Historic buildings remind us of our past while lending character and serving new practical purposes in the modern university. Since 2016, the programme for the preservation of UCD's period buildings has supported the development of MoLI at Newman House, St Stephen's Green, and the refurbishment of Ardmore House, one of the original estate houses on campus.

The built heritage of UCD includes many examples of strong modern architecture, as highlighted in the recent celebration of Belfield 50. The architectural legacy of the campus will continue to be valued and considered along with ongoing development and refurbishment and adaptive reuse initiatives. Improving the energy efficiency of UCD's legacy buildings in line with Climate Action Plan (CAP) objectives is likely to pose challenges and will require careful design consideration.

4 Supporting university growth



University Growth

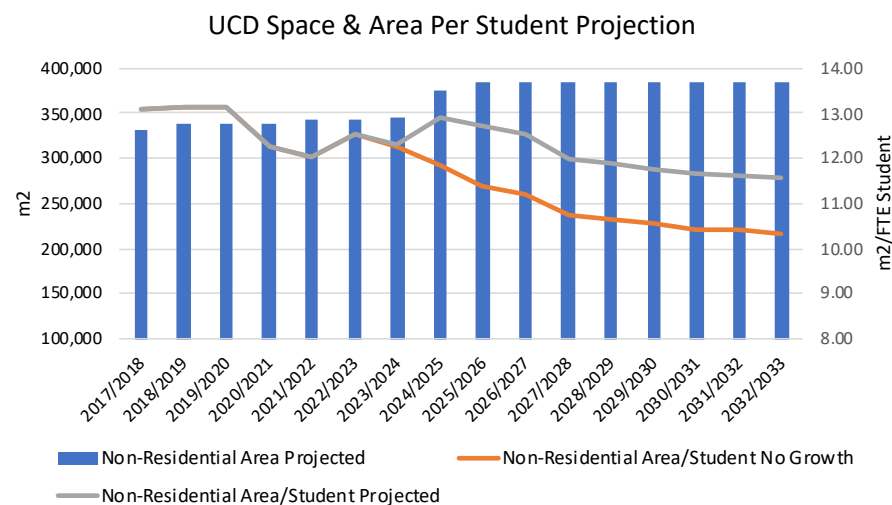
UCD has ambitious student growth targets to meet increasing demand from both Irish and international students. This growth will enable UCD to produce highly skilled graduates experienced in working in a diverse multi-cultural environment in areas of national demand. It is planned to grow student FTE numbers from 28,600 currently to approximately 33,200 by 2032/2033.

To support the student experience and expand our capacity in areas of opportunity and need, the University aims to grow faculty numbers by 56% to 2,076 FTE by 2032/2033. This will enable the University to achieve a student-faculty ratio of 16:1, aligning with the ambition of providing an educational experience that defines international best practice.

This growth will be enabled through a mixture of space efficiency and the development of additional floor-area in key areas. Efficiencies will include improving the utilisation rates of teaching spaces as well as through active management and reporting of University space to identify new opportunities.

The addition of new research-active faculty will result in an increasing demand for both workplace and research facilities. This new space will be delivered through a mixture of refurbishment and new-build area, with purpose built new and reconfigured space configured and sized to support targeted growth and activities. The graph below maps projected floor area growth and projected student numbers, providing an non-residential area per student FTE metric. Non-residential area per student is currently 12.5sqm/FTE, mapped against projected area and FTE growth, this will reduce to approximately 11.5sqm/FTE by 2032/2033, demonstrating the required improvement in space efficiency required.

However, without the planned additional floor area but with continued growth in student numbers, this figure would drop to 10.33sqm/FTE student, which would be below international comparators and a risk to the student experience.



To support and guide the development of this new area, the following pages detail where the growth in building area and major refurbishment is envisaged to take places . The Estates Strategy identifies an ambition to develop approximately 47,000sqm of new building area by 2026 and up to 66,000sqm of refurbished area in line with campus experience and climate-action goals. To support the coherent and considered development of the campus in a strategic and integrated way, a number of Character Areas of been developed, which are further detailed below.

Estates Strategy 2016–2021–2026

The University estate incorporates c. 447,000 m² of building floor area with an insurance replacement value of €2.1 billion. Enabler 03 of Rising to the Future states: 'We will ensure that our campus developments support the delivery of a student experience that defines international best practice and that our strategic themes inform the development of an accessible, sustainable, healthy and digitally enabled campus that also represents international best practices.'

In line with the above and other strategic objectives and key enablers outlined in the University Strategy, three strategic aims are outlined in the updated Estates Strategy:

- 1 Supporting university growth
- 2 Enhancing the campus experience
- 3 Sustainable development and transitioning to a low-carbon estate

For planning purposes, an estimation has been made of the projected additional new areas, refurbished space and other infrastructure needs to support these aims. It has been estimated that c. 48,000 of new and refurbished Education, Research and Innovation (ERI) accommodation is required to support the targeted student growth of 4,623 FTE, from 28,600 FTE in 2021/2022 to 33,223 FTE by 2032/2033. This growth and redevelopment ambition will also support the targeted growth in faculty numbers in line with staff: student ratio targets.

Within this estimate, an area of approximately 34,000 m² will be new accommodation, and c. 14,200 m² will involve adaptive reuse of existing accommodation. A further circa 27,000 m² of investment in ERI refurbishment projects is envisaged within the Estates Strategy up to 2026, to maintain and improve the campus experience and to support the objective that 73 per cent of the estate is classified as 'Good' or 'Better'.

It is projected that Sports and Student Amenities infrastructure will grow by c. 13,000 m² in the first phase of the Character Area Masterplan, delivering multipurpose sports facilities and performance space and supporting increased on-campus population and assessment.

UCD's ambition is to transition to a low-carbon and more sustainable estate. An initial schedule of projects, with a capital envelope of approximately €63 million, is dedicated to sustainability projects, largely aimed at reducing carbon use and achieving the 2030 targets identified within the Climate Action Plan 2021. Projected refurbishment and adaptive reuse of c. 66,000 m² of space will also contribute significantly to improving the efficiency of the estate and will offer opportunities to use renewable energy and to reduce carbon-dioxide emissions. The total capital cost of the Estates Strategy programme of works to 2026 is estimated up to €750 million, subject to detailed design, planning and procurement. The funding model will require input from the exchequer, philanthropy and university resources.





Estates Strategy: Potential Developments (subject to funding & approval)

Education, Research and Innovation

Proposed works	New area m ²	Refurb area m ²
Centre for Creativity	12,500	
Centre for Future Learning	11,600	
Future Campus Landscape		
Science Phase 3	8,815	14,214
Veterinary Hospital Expansion	300	
Lyons Farm AgTech Centre and Herd Health Hub	1,000	
Potential Reconfiguration of Newstead		1,200
Tierney Building		766
Newman Building (Phased)		7,770
James Joyce Library (Phased)		11,619
Internal Reconfiguration & Renewal for Growth (Phased)		3,681
Blackrock Campus Reconfiguration for Capacity/Refurb (Phased)		2,000
Sub-Total Education, Research & Innovation	34,215	41,250

Sports and Student Amenities

Proposed works	New area m ²	Refurb area m ²
Student Sports & Amenities Masterplan Phase 1 (see below)		
Multi-Purpose Sports Hall	6,178	
Tennis Centre	5,220	
Performance Building	1,659	
Enabling Works/Pitches Ph1 Sports	N/A	
Sub Total Sports and Student Amenities	13,057	0

Student Residential (2022-2026)

Proposed works	New area m ²	Refurb area m ²
Proby Student Residences Blackrock		3,764
East/West Halls Building Blackrock		3,292
Glenomena		17,729
Sub-Total Residences	0	24,785

Total Proposed Development Ambition	47,272	66,035
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Campus Infrastructure: Propsed Works

Bus Interchange (NTA)
Low-carbon heating including heat-pumps & electrical upgrades
ESB Capital Contributions/38kVA upgrade
Energy Efficiency (Inc BER Upgrades)
Pedestrian and cyclist infrastructure
Compliance Works including Fire Safety
Other Campus Infrastructure incl Energy Centre

Belfield Campus - Character Areas

As set out in the Strategic Campus Development Plan, the Belfield Campus is characterised by three 'Character Areas' as follows:

- 1 Education, Research and Innovation (ERI)
- 2 Sports and Student Amenities
- 3 Student Residential

Significant progress has been made since 2016 in developing and implementing plans for each of the Character Areas to enable a coherent identity, sense of place and effective planning. The international competition-winning design for the Future Campus by Steven Holl Architects provides a strong masterplan for the development of the campus along its north edge as part of the ERI Character Area.

The Heneghan Peng Architects masterplan for the Sports and Student Amenity Character Area provides for the first time a coherent masterplan for the development of student amenities, opening up and integrating the sports facilities into the landscaping and connecting routes. Reddy Architecture + Urbanism designed an ambitious masterplan for the Student Residential Character Area to support a doubling of the residential campus population to c. 6,000 beds and to enhance community and amenity for a 24/7 campus.

The following sections provide further detail on the Character Areas and introduce some selected projects which are intended to be considered and progressed within the overall estates strategy, subject to funding and approvals.

Education, Research & Innovation

As part of the first phase of the the Future Campus Masterplan, developed by the Stephen Holl Architects, two new buildings will be developed – the Centre for Creativity and the Centre for Future Learning – as well as significant landscaping, commuting infrastructure and public-realm improvements. Planning consents are in place, and work on site has commenced for this transformational Belfield Campus project.

The Centre for Creativity will provide bespoke facilities for the College of Engineering and Architecture in close proximity to the existing Engineering and Materials Science Centre. This landmark building will announce a signature and memorable entrance to UCD and open a connection to the heart of the campus.

The Centre for Future Learning, designed by RKD, will be a centrally located learning hub providing purpose-built teaching facilities. A key enabler of growth for the University, it will be a resource for all disciplines. It has been designed with active learning at its core, incorporating formal and informal spaces for students to acquire and practise the wide range of skills they will need to thrive in their future careers. Both new buildings will meet the Nearly Zero Energy Building standard and will incorporate features such as passive ventilation, natural lighting and green roofs while a significant portion of energy requirements will come from renewable energy. In line with UCD's commitment to sustainability, pedestrian, cyclist and public transport will be prioritised. A new pedestrianised plaza will run from the Stillorgan Road entrance to the newly refurbished Ardmore House, extending the existing pedestrianised zone of the campus to the front entrance and neighbouring communities.

UCD O'Brien Centre for Science, Phase 3

Furthering the ambition to transform the science educational experience at UCD and to support the projected increase in science graduates and researchers, Phase 3 will complete the UCD O'Brien Centre for Science. This phase includes the refurbishment of the existing Science West and Science North buildings and growth of circa 8,800sqm. The refurbishment of these 1960s buildings will significantly improve their energy efficiency and reduce carbon-dioxide emissions in line with Climate Action Plan 2021 targets. Planning consents have been secured, and subject to funding and necessary approvals, it is planned to commence work in 2023.

UCD James Joyce Library refurbishment and redevelopment

The UCD James Joyce Library building is a considerable resource at the heart of the Belfield Campus. The building hosts the University's primary library resources, including 2,200 library reader stations, core academic texts, special collections and University archives. There is a strong desire to modernise the library accommodation, and some initial refurbishments have been well received to date.

Further phased refurbishment and modernisation of the James Joyce Library will be considered and planned in support of the increasing use of the library, the changing access to and curation of library collections and the requirements to increase informal learning capacity.

UCD Newman Building refurbishment and redevelopment

The Newman Building was designed by Andrzej Wejchert and planned around the repetition of a standard teaching unit. Its forward-thinking design is enduring and has facilitated a phased upgrade of the building, allowing the structure to retain its historic integrity while providing for the requirements of modern building users. An ambitious plan is currently being considered that will complete the refurbishment of

the building. The arrival entrance will be upgraded, welcoming people into UCD's academic cultural heart.

Significant progress has been achieved to date in the refurbishment of accommodation on the upper levels of the building. This is expected to complete within the lifetime of this plan. Refurbishment of the concourse, entrance and lower ground floor, and lecture theatres remain to be completed. In line with climate goals, it is also planned to upgrade the thermal performance of the building to BER B.

UCD Health and Agriculture Precinct

It is proposed to develop the concept of a Health and Agriculture Precinct within the Belfield Campus during the time frame of this plan. This will further the University's teaching and research aims and support growth in a number of related disciplines. The area currently features the UCD Health Sciences Centre, UCD Veterinary Sciences Centre, UCD Conway Institute, Woodview House and the UCD Computer Science Centre, and is adjacent to the O'Brien Centre for Science. There are a number of potential areas available for the expansion of existing buildings or the development of new stand-alone buildings.

The University has an ambition to develop a more detailed masterplan for this area, including heights and massing studies, integration and connections with other areas of the campus. All proposals for expansion will include landscaping and green infrastructure to improve placemaking and sense of place. Potential developments may include dedicated research infrastructure and/or expansion or relocation of some health and agriculture disciplines to facilitate the formation of the precinct. The masterplan objectives will be developed as needs are further defined during the lifetime of this plan.



The University will continue to invest in sustainably upgrading existing student residential buildings.

Sports and Student Amenities

A particular benefit of the Belfield Campus is the availability of academic, residential, sports and amenity facilities on one integrated campus. A detailed masterplan, completed in 2020 by Heneghan Peng Architects in consultation with University stakeholders, presents a vision for this Character Area that includes a proposal for several new developments aimed at improving both sporting and student amenities. Planning for a series of new developments is under way and includes an initial phase of amenities as follows:

- UCD's new IAAF-certified running track
- Multipurpose sports hall
- Tennis centre and associated infrastructure
- A student performance building (extension to the Student Centre)
- Landscaping, along with associated realignment of pitches, etc.

This area will be landscaped and face onto the sports plaza, creating a vibrant meeting place and a central node within the Sports and Student Amenities Character Area. The masterplan introduces the concept of a pedestrian 'crescent' that will create a link between the pitches to the south, past the water tower and new sports hall/tennis centre, to the running track, northern pitches and other future developments.

Residential

A key vision of the Strategic Campus Development Plan is the provision of quality, sustainable student accommodation and associated facilities on the Belfield Campus. On-campus accommodation brings a vibrancy and energy to the campus outside of teaching hours, decreases the number of students commuting to campus and reduces the pressure on the rental market in the neighbouring residential areas.

For those students living in the purpose-built accommodation, it provides an immersive student experience in a community of fellow students and allows ease of access to education, sports and recreation facilities.

An ambitious Residential Masterplan has been developed by Reddy Architecture + Urbanism in conjunction with stakeholders that outlines the potential for an additional 3,000 beds on the Belfield Campus. The masterplan also considers the provision of appropriate supporting infrastructure for the size of community.

Phase 1 of the Residential Masterplan, which provides an additional 924 beds, was completed in 2021. A notable feature of Phase 1 is the landmark UCD Village, open to all of the UCD community, which delivers support facilities needed by the growing residential community including retail and food offerings, as well as a gym and a well-being centre.

UCD and the Government share a common goal to develop a National Student Accommodation Strategy that is rooted in the principles of EDI and delivers student accommodation as a public good on a scale that matches the depth of the housing crisis for students. UCD will continue to review and consider accommodation options for students which are affordable to students and financially viable for UCD. UCD has planning consents in place for the delivery of a further 1,254 beds, which will be retained and updated in support of the UCD ambition to deliver more accommodation when the financial environment allows.

The University will continue to invest in sustainably upgrading existing student residential buildings to improve facilities for students and to help the University meet carbon dioxide reduction targets. Consideration will also be given to further developments to provide additional on-campus student accommodation, informed by growth in student numbers, changes in demographics and market conditions.

UCD Blackrock and UCD Lyons Teaching & Research Farm

Blackrock Campus

The Blackrock Campus, located approximately 3 km from the Belfield Campus, is home to the UCD Michael Smurfit Graduate Business School. The campus includes teaching space for graduate and undergraduate students and academic and support office accommodation as well as a restaurant, exam centre, library and student study spaces. The campus also accommodates UCD Smurfit Executive Development, with dedicated teaching space, meeting rooms and dining facilities. Many of the buildings within the campus are period buildings and protected structures; however, with investment, the buildings are of a generally high standard of condition and functionality. The University will continue to plan investment to support the UCD Michael Smurfit Graduate Business School's growth and ambition to remain Ireland's leading business school. The targeted reconfiguration of space to enable growth, changes in pedagogy and workplace and further improvement of the student experience will be considered within the lifetime of the plan in conjunction with the Graduate Business School.

UCD Lyons Research and Teaching Farm

UCD is unique amongst universities in Ireland in having its own teaching and research farm that provides access to large animal and crop enterprises. Its teaching and research programmes are of national importance and underpin technical innovation and science-driven education and discovery for the agri-food industry. The UCD Lyons Farm Masterplan envisages both a knowledge centre and an agri-tech innovation hub.

The proposed knowledge centre will provide consolidated and interdisciplinary accommodation for students, laboratories and research space for researchers, and workplace for academic staff. It promises to be a welcome gateway for the farm, providing outreach and engagement facilities for the wider farming industry and community.

The initial phase of the masterplan will provide for the AgTech Connector Hub – a two-storey facility of c. 1,000 m² innovation accommodation. The facility will support the vibrant and growing agri-tech sector and will include accommodation for a herd-health team.





The University will continue to invest in sustainably upgrading existing student residential buildings.

We will promote the sustainable development of an attractive, friendly and accessible environment that encourages engagement with university life and local communities.



Appendices

Appendices: Local, regional and national policy drivers

1. Project Ireland 2040

The Irish government's policy document *Project Ireland 2040* sets out Ireland's strategic ambition to build a 'Strong Economy, supported by Enterprise, Innovation and Skills.' The document explicitly recognises that 'investment in higher education... will have a crucial role to play in achieving this objective in terms of the pipeline of skills and talent that sustains enterprise, clustering and new investments.'

Project Ireland 2040 identifies the 'Refurbishment and expansion of higher education facilities' as a key area of investment and sets an objective to 'generate the additional capacity necessary on a system-wide basis to support the projected increase in enrolments and to be fully responsive to skills needs at a regional and national level in Enterprise, Innovation and Skills.' UCD is strongly placed to provide the educational and research cornerstone for the realisation of this strategy.

The Belfield Campus has the potential to grow significantly in the long term. Additionally, UCD receives more first-preference applications through the Central Applications Office than any other Irish university, and it has the largest number of international students of any institution in the country. This indicates both an unmet demand for the education provided and the potential to grow to fulfil this demand in line with the *National Strategy for Higher Education to 2030* and *Irish Educated Globally Connected: An International Education Strategy for Ireland, 2016-2020*.

2. Dún Laoghaire–Rathdown County Council Draft County Development Plan

UCD welcomes the draft DLRCC County Development Plan, 2022-2028, whose vision for Dún Laoghaire–Rathdown is 'to embrace inclusiveness, champion quality of life through healthy placemaking, grow and attract a diverse innovative economy and deliver this in a manner that enhances our environment for future generations.' The Plan is underpinned by five strategic County Outcomes centred around the ten-minute neighbourhood concept which aims to ensure that people can walk, cycle or use public transport to access their day to day needs and services, such as schools, shops, parks and employment.

The draft plan includes three specific local objectives for UCD:

1. To facilitate, support and enhance the development of UCD including all associated and supporting facilities and to support the development of the Future Campus project. A range of uses will be facilitated on Belfield Campus lands to encourage and foster strong links between education, community and the business sector in the county.
2. To identify and address the ongoing car-parking issues within and surrounding UCD Campus. In particular, the Council will support, work in conjunction with and facilitate the ongoing process of mobility management planning for UCD, involving the University and the NTA to achieve more sustainable travel patterns to and from the University and to work towards the implementation of the UCD Travel Plan
3. To prepare a Local Area Plan for Clonskeagh/ UCD.

3. National Transport Authority's Transport Strategy for the Greater Dublin Area, 2016–2035

UCD welcomes the mission of the *Transport Strategy for the Greater Dublin Area, 2016–2035*: 'To contribute to the economic, social and cultural progress of the GDA by providing for the efficient, effective and sustainable movement of people and goods.' This aligns to *Rising to the Future and Delivering Impact: The Economic, Cultural and Social Impact of University College Dublin*, where UCD will continue to make significant contributions to the social and cultural fabric of modern Ireland while simultaneously driving significant economic output.

As part of the statutory review of the GDA Transport Strategy, the NTA is undertaking a number of studies, including the assessment of a metro system to UCD Sandyford. UCD will continue to actively support the development of high-capacity rail options to the campus to provide enhanced connectivity to the wider Dublin area and support the sustainable development of the campus.

4. Climate policy

The UN 2030 Agenda for Sustainable Development and the Paris Agreement on climate change require a transformational shift of economies and societies towards climate-resilient and sustainable development. CAP 2021 is Ireland's road map to becoming a climate-neutral economy and resilient society by 2050, and Ireland is committed to becoming one of the leaders in responding to climate disruption. UCD is adapting the targets outlined for the public sector in the CAP and will implement measures to work towards them.



**RISING
TO THE
FUTURE**
UCD Strategy 2020-2024

