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Department	College of XYZ
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RISKS (enter each risk on a new row)

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(m)	(o)
Serial number	Risk Title	Risk Description	Current Controls	Impact (1 to 10)	Likelihood (1 to 10)	Current Score	Risk Owner	Risk Tolerance Score	Further Controls/Actions	Action Owner	Date Last Updated	Notes
XYZ.COLLEGE 1	Space - Lack of sufficient and adequate space for Schools and College.	Many Schools in College lack sufficient space for expansion as per their strategic plans. Inability to re-house the School of YYY. Reduced ability to take advantage of opportunities to recruit high performing faculty.	1. Advancing the new Teaching and Learning Building. 2. Developing College building and other spaces.	7	4	28	Prof ABC., College Principal, Ph.1234. principalxyz@ucd.ie	20	1. Develop Teaching and Learning building. 2. Redevelop College building. 3. Extend College building.	1. CP and College Executive 2. College of XXX 3. UCD Foundation 4. UCD Estates 5. Bursar	Feb-21	
XYZ.COLLEGE 2	Infrastructure - Lack of infrastructural investment.	Physical infrastructure of College Building seriously depreciated and in need of major investment	College Building redevelopment project being pursued as a component of UCD Campus Development Plan.	5	4	20	Prof ABC., College Principal, Ph.1234. principalxyz@ucd.ie	20	1. Establishment of work groups in respect of current and future projects. 2. Implementation of immediate planning. 3. Implementation of long-term planning. 4. Rolling refurbishment of School floors within College	1. CP and College Executive 2. College of XXX 3. UCD Foundation 4. UCD Estates 5. Bursar	Feb-21	
XYZ.COLLEGE 3	Fee income - Sustainability of fee income from graduate and Non-EU fee income.	Inability to reach target level of student intake on to taught graduate programmes, impacting on budgets. Reliance on three international markets, two with risks in relation to sustainable recruitment (geopolitical, competition, mobility).	Application levels across programmes being monitored, programme offerings and fees to be reviewed in light of outturns. VP for Internationalisation established as College position.	4	3	12	Prof ABC., College Principal, Ph.1234. principalxyz@ucd.ie	15	1. Diversification of international markets. 2. Use of effective scholarships. 3. Attractive programme design. 4. Interdisciplinary programmes. 5. Ownership of conversion actions (converting applications into registrations).	1. CP, College VP for Internationalisation and College Executive. 2. Schools.	Feb-21	
XYZ.COLLEGE 4	Library - Lack of library provision to conduct and publish high calibre research.	Inadequate Library provision (e.g. e-journals and data sets). Budget is fixed while costs are increasing.	Schools provide funding to the Library for critical resources	5	3	15	Prof ABC., College Principal, Ph.1234. principalxyz@ucd.ie	20	Continue to engage with UMT to enhance Library resourcing.	1. CP, College VP for Research, Innovation and Impact and College Executive. 2. Registrar/Librarian.	Feb-21	
XYZ.COLLEGE 5	Research facilities - Lack of investment in subject-specific research facilities and support staff.	Inability to fund special facilities and support staff required by some Schools limit research scope.	Funding being sought. Engagement with UCD Estates regarding space.	3	5	15	Prof ABC., College Principal, Ph.1234. principalxyz@ucd.ie	20	1. Avail of infrastructural opportunities with building Development Project. 2. Target specific research funding. 3. Five year planning for major equipment	1. CP, College VP for Research, Innovation and Impact and College Executive. 2. UCD Research	Feb-21	
XYZ.COLLEGE 6	Academic recruitment - Inability to recruit suitably qualified permanent academic staff, and difficulties recruiting entry-level academic staff.	ECF inhibits Schools' ability to recruit permanent staff as schools are subject to an ECF limit. Inability to re-invigorate academic staff by recruitment of the best young scholars	ECF and budgetary pressures limit Schools' freedom of action; additional resources being sought from increase in student numbers to enable limited recruitment.	3	6	18	Prof ABC., College Principal, Ph.1234. principalxyz@ucd.ie	20	1. Engage with UMT to lobby DES and HEA to implement a more suitable model of employment control. 2. Further increase fee revenue. 3. Use senior retirements to facilitate recruitment. 4. Development funding. 5. Ensure implementation of reduced workloads for entry level academic staff.	CP and College Executive	Feb-21	
XYZ.COLLEGE 7	Research funding - Potential reduction in external research funding awards.	Failure to maintain and increase external research funding awards (with limited national funding available) could undermine research infrastructure. And uncertainties about research collaborations due to Brexit.	1. Rate of application being monitored, support being provided to potential applicants 2. Micro awards available from College to bring current research to completion, thus enabling applicants to seek external funding. 3. Workshops by successful applicants. 4. University resource for EC bids.	4	3	12	Prof ABC., College Principal, Ph.1234. principalxyz@ucd.ie	15	1. Resource research bid process. 2. Enhance and develop internal college competitions to incentivise/train staff in research funding applications.	CP, College VP for Research, Innovation and Impact and College Executive	Feb-21	