



University College Dublin
Strategy Oversight Committee
Terms of Reference

1. Purpose

- 1.1. In accordance with Chapter 19 of the Governing Statute, the Strategy Oversight Committee (**Committee**) is established as a subcommittee of the Governing Authority. Its primary purpose is to oversee the implementation of UCD's strategic plan, and report to the Governing Authority on progress, risks and opportunities relating to the achievement of the strategy's objectives. Generally, the Committee will guide, review and recommend strategic proposals for decision by the Governing Authority.

2. Membership

- 2.1. The membership of the Committee shall be appointed by the Governing Authority having regard for UCD policy on gender balance on committees.
- 2.2. Consideration will be given to the skills and competencies set out in the approved Skills Framework (Appendix 1). Where skills gaps are identified, the Governing Authority may appoint members external to the University.
- 2.3. The Chair of the Governing Authority may be a member of the Committee, but may not chair it.
- 2.4. The membership shall comprise up to:
- 4 external members of the Governing Authority, one of whom shall Chair the Committee
 - 2 internal members of the Governing Authority, other than the President
 - 1 student member, other than the President of the Students' Union
 - Not more than 3 members external to the University, being neither current staff members nor students of the University.
 - Vice-President for Strategy and External Engagement (*ex-officio*)
- 2.5. The President shall be standing attendee at meetings of the Committee.

3. Conduct of Business

- 3.1. Subject to any express provisions in these terms of reference, the provisions of any standing orders approved by the Governing Authority will be applied with any necessary changes to the conduct of business of the Committee.

- 3.2. A quorum shall be 4 members, provided that at least one external member of the Governing Authority is present.
- 3.3. The Committee will meet as often as it deems necessary to discharge its duties effectively.

4. Duties

- 4.1. It shall be the duty of the Committee to monitor the overall implementation of the Strategic Plan to ensure its effective and coherent implementation, and to consider any matters relating to advancing the high-level strategic initiatives, including:
- i. Advising the Governing Authority on the prioritisation of initiatives;
 - ii. Advising the Governing Authority on appropriate KPIs, including monitoring progress against KPIs to ensure they remain effective measures of success;
 - iii. Providing strategic guidance and advice to the President in refining the vision for the University, and to the Governing Authority on the operational steps, institutional changes and organisational structures needed to achieve the strategic goals;
 - iv. Considering and advising the Governing Authority on the need for a longer-term strategy and accompanying financial plan;
 - v. Referring appropriate matters to other committees of the Governing Authority to ensure the strategy is financially viable and aligns with the University's Risk Management Framework; and
 - vi. Performing such other duties as the Governing Authority may assign from time to time.
- 4.2. In consultation with the President, the Committee shall prepare a work plan for approval by the Governing Authority.

5. Support

- 5.1. The Committee will be supported by the University Secretariat.

6. Reporting

- 6.1. Following each of the Committee's meetings, a report shall be prepared for the next meeting of the Governing Authority outlining the discussions and considerations of the Committee, and the minutes of the Committee will be made available to the Governing Authority on a timely basis.
- 6.2. Should the Committee determine there is an urgent matter to be escalated to the Governing Authority between ordinary meetings, the Committee may do so in accordance with the Governing Authority Standing Orders.

Appendix 1 – Strategy Oversight Committee Skills Framework

The breadth of the objectives in the Strategic Plan means that the membership of the Strategy Oversight Committee must represent a wide range of skills and experience in order to operate effectively. The Governing Authority determines that expertise in the following areas would be of benefit to the Strategic Oversight Committee (sub-points are for illustrative purposes only).

1. Future Technologies
 - a. Artificial Intelligence technologies and developments
 - b. Large-scale digital transformation projects
 - c. Technology, IT infrastructure and the application of IT to drive operational efficiency
 - d. Risks and opportunities related to large enterprise IT environments
2. External Relations
 - a. Crisis management
 - b. Organisational brand, image and reputation
 - c. Public relations and engagement
 - d. Marketing and Communications
3. People and Organisation
 - a. Cultural and organisational dynamics and development
 - b. Change management
 - c. Understanding of UCD structures and processes
4. Capital Projects, Sustainability and Estate Management
 - a. Evaluation and management of large, complex construction and refurbishment projects
 - b. Estate management
 - c. Funding for capital projects, including debt financing
 - d. Opportunities to address sustainability challenges
5. Strategy and Operational Management
 - a. Understanding and anticipating the effect of economic issues
 - b. Identifying developments and opportunities of relevance to the University in the wider world, including geographic locations beyond Europe
 - c. Turning strategy into action, including operational management
6. Academic and Student Affairs
 - a. Academic excellence and quality assurance processes
 - b. Teaching and education in third-level institutions, including evolving best practice in digital learning
 - c. Research, including the work of a Principal Investigator and the commercialisation of research findings
 - d. Student welfare, support and engagement.