



UCD College of Business

UCD College of Business

CREATING A BETTER
FUTURE TOGETHER

2022-2026



Our Mission

To lead transformational change by means of educational and thought-leadership excellence, inspiring and co-creating a better future for our students, our staff, our alumni, and for business and society in Ireland and the world.

Delivering impact through our pillars

Transformation of perspective, opportunity, understanding, society

Creating Knowledge



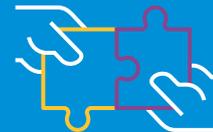
Transformational Learning and Development



Embracing the World



Building Engagement



Our Values

Ambition

Creativity

Excellence

Integrity

Community



Dear Friends,

I am pleased to present our new UCD College of Business strategy - 'Creating a Better Future Together'.

This strategy was conceived in a time of great change, challenge and burgeoning opportunity as we emerge from the global pandemic with substantial learnings and a transformed digital, social and economic landscape.

Our strategy is anchored in four pillars which give focus to our aspirations. Through these four pillars (creating knowledge - transformational learning and development - embracing the world - building engagement) we will deliver thought leadership, cutting edge teaching, a global perspective and build networks and engagement to help transform business and society.

Our vision for the future is deeply rooted. Since our foundation in 1908 the College of Business at UCD has educated business leaders and has supported the growth of Ireland as a global economic hub. The co-creation of a better future is in our very DNA. Building on this heritage our vision is for global impact, actively shaping the development of Ireland and the world for the better.

As Ireland's premier business school, we will be acknowledged as a European-leading centre of excellence for rigorous, relevant, business education and research. We will be a vibrant nexus

of connectivity, flow, and exchange of knowledge and ideas, drawing on Ireland's location as a gateway to Europe. We will be known as a business school that is committed to transformation. We will push the boundaries to innovate across our research activities and educational programmes.

We are committed to transformation – transformation of perspective, opportunity, understanding and society. Our strategy provides a roadmap of activity that will ensure a dynamic future for our College community and all its constituent parts.

We engaged with a wide range of stakeholders in conceiving this strategy and I extend grateful thanks to our faculty and staff, students, alumni, donors, broader UCD colleagues, key employers and of course our Irish and US Advisory Boards who greatly influenced our thinking.

Leading Business School's must have impact within and beyond the classroom. Our aspiration is that this strategy will enable us to be truly impactful in the coming years.

Anthony Brabazon
College Principal and Dean UCD College of Business



Our Mission

As a globally connected, research intensive, business school located in the dynamic European capital of Dublin, our mission is centred on the creation of transformational change by means of educational and thought-leadership excellence, inspiring and co-creating a better future for our students, our staff, our alumni, and for business and society in Ireland and the world.

We animate our mission through the prism of 'Empower, Connect & Create':

- To empower, develop, and inspire current and future business leaders with the knowledge, critical thinking, soft skills, global perspectives, and confidence to achieve their full potential, to innovate, and to lead responsibly with purpose and impact.
- To connect the present and future, academia and business, and the community of our students, staff, alumni, and the business world.
- To create together with all stakeholders a transformational educational environment and new knowledge, with positive, sustainable, impact for business and society.



Our Vision

By 2026, as Ireland's premier business school, we will be acknowledged as a European-leading centre of excellence for rigorous, relevant, business education and research.

We will be known as a business school that delivers impact through our educational and thought-leadership activities, embracing:

- transformation of understanding,
- transformation of perspective,
- transformation of opportunity, and
- transformation of society.

We will be a vibrant nexus of connectivity, flow, and exchange of knowledge and ideas, drawing on Ireland's location as a gateway to Europe, as an exciting environment for entrepreneurial activity, and as home to many of the world's leading multinational organisations.

We will have particular focus on key strategic themes concerning the global

challenges of creating a sustainable global society, transforming through digital technology, building a healthy world, and empowering humanity. We will also focus on growth sectors of importance to the Irish and global economy including technology/digital business, financial services, healthcare, food, and professional services.

We will push the boundaries to innovate across our research activities and educational programmes. We will lead rather than follow.

Our vision is deeply rooted. Since our foundation in 1908, UCD's College of Business as Ireland's premier business school, has educated business leaders and created a deep legacy of impact in supporting the growth of Ireland as a global economic hub. The co-creation of a better future is in our very DNA. Building on this heritage our vision is one of global impact, actively shaping the development of Ireland and the world for the better.

Our Values

Ambition - Creativity - Excellence - Integrity - Community

We will deliver our impact through four pillars

1

We will advance knowledge and lead debate in the academic and public space on pressing business issues by producing excellent research with impact. Areas of focus will include the key University strategic themes concerning global challenges such as creating a sustainable global society, transforming through digital technology, building a healthy world, and empowering humanity.



Creating Knowledge

2

We will provide cutting edge transformational learning and development opportunities for our students via relevant, and engaging programme offerings informed by research and practice. By cultivating informed, critical thinking capabilities strongly grounded in disciplinary expertise, we will prepare our students for successful careers in a rapidly changing world.



Transformational Learning and Development

3

We will instil a global perspective across our research activities, our curricula, our staff and student recruitment activities, and our engagement with global academic networks.



Embracing the World

4

We will leverage and expand our strong community of stakeholders, comprising our students, alumni, staff, and industry, NGOs and, public sector partners. We will co-create value for all by serving as a key 'connector', inside-out and outside-in.



Building Engagement



Strategic Priorities

Our success in realising our vision will be evidenced by the quality of our educational programmes and the success of our graduates; the reputation of our faculty; the quality and impact of our research; the profile and breadth of our network partnerships, accreditation by the leading international Business School bodies; and advanced standing in international rankings.

Strategic priorities over the next five years include:

- Provision of energising, exciting, globally focussed, educational programmes informed by leading-edge research and practice, delivered by outstanding educators.
- Enhance our beyond the classroom student development activities.
- Emphasise excellence, amplify our research outcomes and impact across academic thought leadership, practice and policy.
- Invest in the recruitment and development of faculty and staff to support our strategy.
- Invest in the physical and digital infrastructure needed to support our strategy.
- Amplify student recruitment initiatives striving to enhance the diversity of our student body.
- Retention of our 'Triple Crown' accreditation and membership of key global academic networks.
- Further advance our postgraduate and executive education programme rankings.
- Advance principles of equality, diversity, and inclusion set out by the Athena Swan framework, embedding and implementing our action plan in this respect across all our activities.
- Embrace the UCD 'Green campus initiative' covering key projects in the areas of energy efficiency and use of renewables, water conservation, waste reduction and recycling, sustainable commuting and biodiversity.
- Leverage and grow our network of students, staff, alumni, key employers and other stakeholders, through enhanced communication, interaction and connectivity for the benefit of all.
- Enhance the communication of our strengths as a leading, research-intensive, globally connected business school with excellent programme offerings and research capabilities relevant to addressing key business and societal issues.



Creating Knowledge: Research, Innovation, and Impact

The College of Business has a long tradition of research that advances academic and practice debate and pushes the boundaries of knowledge creation and innovation.

Within each of our six subject areas, there is a vibrant disciplinary research community. These are complemented by research centres and groupings at college and university level which bring together colleagues from different disciplines promoting scale and interdisciplinary research. Together, these groupings form a diverse, dynamic, and engaged college research community with a global reputation, and close-knit and expanding networks of leading and impactful academic collaborations.

Our desire for excellence in research is driven by the belief that this is key to ensure that our programmes are transformative - informed by cutting-edge thought-leadership from research and practice - and that the college contributes more widely to business and society through knowledge creation, impact on practice and policy formulation, and support for key sectors of the Irish and global economy.

The key strategic themes identified by the University (Creating a Sustainable Global Society; Transforming through Digital Technology; Building a Healthy World; and Empowering Humanity) provide a clear focus for our research activities. Business-relevant aspects of these themes map well to much of our current research activity, and also map strongly to key areas where we seek to co-create impact with partners to contribute to sustainable business development for the betterment of society as a whole.

Over the next five years, we will:

- Foster excellent research, innovation, and knowledge creation with a business and societal impact.
- Grow and leverage our existing and emerging areas of research strength in line with college and university's strategic priorities.
- Enhance the college global academic footprint through publications in leading journals and external research funding awards.
- Invest to expand our research community of internationally recognised and talented full-time faculty and research students.
- Encourage and support innovative interdisciplinary research projects, particularly those targeting global challenges in line with our mission.
- Promote cross-fertilisation between research and practice.
- Amplify the dissemination of our research through a greater engagement with the media.





Transformational Learning and Development



Providing an outstanding and transformative learning and development experience for all students that is learner-centric, research-led, inclusive, and inter-culturally aware in focus is at the very heart of our mission and vision.

Given the challenge of preparing learners for careers that will stretch into the 2060s and beyond, our activities are grounded in disciplinary excellence with a strong emphasis on igniting a desire and capacity to question and reason, to challenge and innovate, and become leaders with impact.

The nature of work, the workplace, and the associated employer skills requirements is evolving rapidly, requiring graduates to be well-rounded and flexible life-long learners with a vision and purpose ready to embrace change. In parallel with the rapidly evolving nature of the business world and the global economy, humanity faces unprecedented global societal challenges around sustainability, such as climate change, social inequalities, and natural resource

depletion. Meanwhile, technology has irreversibly changed the educational landscape facilitating the creation of a personalised learning environment ultimately delivering a lifechanging learning experience.

The College of Business brings considerable strengths in its learning and development activities to instil in graduates the knowledge and skills they need to thrive in a highly dynamic business and global environment. These include a commitment to excellence, an inspired and inspiring community of educators, a global mindset, and a proven capability to adapt to and lead change. Another strength of the College stems from its location in the city of Dublin, where many global organisations in growing sectors of the global economy are co-located. Together, these strengths inform the design and delivery of our programmes through relevance and impact.

Over the next five years, we will:

- Innovate across our curricula and programmes to further embed the themes of business in society, sustainability, and disruptive technologies/digital transformation.
- Enhance our offering of innovative programmes by harnessing technology enhanced teaching to deliver high quality flexible online and blended programmes.
- Attract high quality students from all over the world.
- Adapt our programme portfolio to changing business needs, co-creating new offerings with industry partners.
- Increase the diversity of our student cohort and the portion of our students drawn from under-represented groups.
- Grow and leverage our corporate connections to enhance opportunities for students to pursue experiential learning activity during their programme.
- Grow and leverage our signature co-curricular programmes to enhance the critical thinking, creativity, communication, and employability skills of our students.





Embracing the World

An international outlook and a commitment to embracing the world across all our activities is ingrained in the DNA of the College of Business. Our perspective is rooted in the strong tradition of Ireland as an outward-facing country, open to influences from overseas through international mobility and investment. Our history influences our outlook and informs our desire to make an impact on the global stage. The importance of this commitment is heightened in a world which is increasingly multi-polar, and in which career paths are routinely international in nature.



Looking forward, and building on our rich heritage, we strive to further embrace a truly global perspective in all our activities as fitting to our identity as Ireland's Global Business School. We view it as pivotal to nurture and grow our vibrant community of faculty, staff, students, alumni, and partners, in which people of all backgrounds can come together, engage with, and learn from each other, and have a transformational impact.

Our global perspective draws on the College and Ireland's tradition of original thinking, openness, and dialogue, combined with our strengths in producing cutting-edge impactful research and transformational learning, and the opportunities offered by our academic and alumni networks. This perspective informs and enlivens our research, teaching, and engagement activities via the recruitment of a diverse, globally engaged and globally aware cohort of faculty, staff, and students and the design and delivery of programmes and curricula that are relevant to a globalised world.

Over the next five years, we will:

- Recognise, encourage, and promote global engagement across all of our activities.
- Innovate across curricula and our programmes to further embed a global perspective on business and cultural practices.
- Expand opportunities for our students to participate in meaningful global engagement experiences during their programme.
- Grow and leverage our connections with key employers and alumni in each region to support students seeking international careers.
- Strengthen and actively participate in our global academic partnership networks.
- Forge new strategic partnerships and collaborations to support our teaching, student recruitment, research, and engagement activities.
- Embed the consideration of sustainability into all our global engagement initiatives.





Building Engagement

A key feature of all great business schools is their embeddedness in a dense and rich network of connections, a fertile and vibrant ecosystem, in which new knowledge and ideas are created and disseminated. For the College of Business, this ecosystem embraces the totality of relationships and connections between students, staff, alumni, advisory boards, the wider university community, our global academic networks, our industry partners, our local community, and the media.

We believe that cultivating, nurturing, and contributing to the development of this ecosystem is necessary to unlock value-creation for all its members and enable the College to have meaningful impact through high-quality teaching, student experience, and research activities.

A vibrant ecosystem requires excellence and strong links across all of its components. A key inspiring principle informing our engagement activities is a desire to leverage the strengths of our internal community to connect with the very best academic partners, employers, and the most prestigious global academic associations. In keeping with our identity as Ireland's Global Business School, we recognise that our engagement activities must be both local and global in scope.

The envisioned end state for these efforts is to create value for all the members of a thriving ecosystem which we have actively co-created.



Over the next five years, we will:

- Invest in and leverage our alumni and corporate engagement, marketing, and communications capabilities to support our strategic ambitions.
- Strengthen our digital presence, via our website and social media channels.
- Be the largest and premium recruitment base of business graduates for top employers in Ireland.
- Contribute to advance business practice and policy formulation both domestically and internationally through research collaborations and taught programmes that respond to business and societal needs.
- Deepen and leverage our alumni, advisory board, and industry connections by providing opportunities to stay connected and co-create our curricula through insights from practice and policy.
- Grow our executive development offering in our areas of distinctive strength in collaboration with national and global partners.
- Nurture our internal community via enhanced opportunities for informal engagement, actions supporting our values, provision of opportunities for staff development, and through the embedding and implementation of our EDI action plan.



The College is comprised of four schools working closely together to deliver our strategy

UCD Lochlann Quinn School of Business

The UCD Lochlann Quinn School of Business is the leading undergraduate business school of choice in Ireland and provides a vibrant environment that will empower learners to thrive in their future careers and rise to global challenges confronting business and society.

We will animate the College's strategy by:

- Nurturing and enabling our community to continue to lead the way in undergraduate business education in Ireland and to be at the very forefront in defining excellence in business education in Europe and globally.
- Revising our curriculum to further embed themes of responsible leadership, sustainability and within and beyond curriculum development of key skills concerning collaboration, creativity, critical thinking, and intercultural awareness.
- Attracting a talented student population and leveraging the broader Quinn network for the benefit of all members.
- Strengthening our transformational learning and development opportunities within and beyond the classroom, including integrated workplace, study abroad and co-curricular experiences.
- Growing and diversifying the range of exchange and internship opportunities available, both nationally and internationally.
- Investing in and innovating our physical learning spaces, our social and digital spaces, and our educational technology environments.



UCD Michael Smurfit Graduate Business School

UCD Michael Smurfit Business School is a leading, globally connected, graduate business school in which a diverse and inclusive community of globally talented faculty, students, alumni and staff enable a transformational educational environment and actively contribute to the development of Ireland and the world for the better.

We will animate the College's strategy by:

- Delivering a transformational learning experience that prepares our student for careers in a rapidly changing world.
- Igniting in our students a passion to tackle the world's greatest challenges and lead with impact throughout their careers.
- Attracting a diverse and vibrant international cohort of postgraduate students.
- Promoting greater opportunities for meaningful global experiences and careers for our students
- Leveraging technology-enhanced learning to enhance our existing programmes and develop new exciting offerings.
- Actively engaging with our alumni and industry partners to incorporate greater interactive and experiential learning, company projects, internships, and mentoring opportunities in our programmes.
- Enabling life-long learning through innovative stackable qualifications and micro credential offerings.



UCD Smurfit Executive Development

UCD Smurfit Executive Development empowers mid to senior level executives to lead with impact and purpose through distinctive, premium, executive development programmes.

We will continue to develop and grow UCD Smurfit Executive Development as Ireland's leading University-based executive education provider, across our areas of strength in Strategy, Leadership & Change; Business Development; Governance and Sustainability and Strategic Finance in addition to emerging areas of strength in Digital Business and Analytics.



We will animate the College's strategy by:

- Enhancing our premier market position as Ireland's leading university-based executive education provider playing a pivotal role in raising the standards of business and leadership practices against the backdrop of a rapidly changing landscape.
- Expanding our activities and programmes in key areas of existing and emerging thought-leadership strength.
- Deepening engagement of high quality, internationally renowned faculty in the design, development, and delivery of executive programmes, customer care and client management support.
- Increasing the international footprint of our programmes by developing our portfolio across in-person, online, live virtual, and blended delivery.
- Progressing our FT ranking status to a global top 25 in open enrolment programmes and a global top 50 position in the FT custom rankings.
- Growing our strategic alliances with key institutions and clients to expand and enhance the quality, reputation, growth and reach of our executive development offerings.

UCD College of Business Global Campus

We provide high quality, flexible, undergraduate and postgraduate business education in selected international markets leveraging opportunities offered by educational technology to deliver transnational education in non-traditional ways.

We will animate the College's strategy by:

- Expanding our portfolio of academically rigorous and innovative programmes in areas of student and business relevance and interest.
- Enhancing the quality of our global campus programmes through increased investment in quality assurance and learner experience, and continuous emphasis on programme curricular review and development.
- Strengthening our suite of within and beyond the classroom learner experience activities, including company projects, workshops, and seminars.
- Increasing our offering of co-curricular activities, mentoring opportunities, and employability to support learner development and help realise career aspirations.
- Growing and deepening our engagement with our global campus learners, the business community, and our alumni.
- Expanding our transnational and online education footprint in line with our global perspective.



“As Ireland’s leading business school, we strive to actively inspire and co-create a better future for our students, our staff, our alumni and for business and society in Ireland and the world.”

Prof Anthony Brabazon,
College Principal and Dean UCD College of Business







UCD College of Business

Learn more at: smurfitschool.ie

Learn more at: ucd.ie/quinn

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