



University College Dublin
Ireland's Global University



Summary of Achievements
UCD Strategy
2015–2020



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Dear colleagues and friends of UCD,

In November 2014, I launched UCD's *Strategy 2015-2020* in the company of the then Minister for Education and Skills, Jan O'Sullivan TD. **This plan, at its core, set out UCD's ambition to become 'Ireland's Global University'**. In 2014, Ireland was just beginning to emerge from the worst economic recession in a generation and all at UCD recognised the critical need for the University to play a pivotal role in contributing to our national recovery and to lead the way in developing Ireland's educational footprint across the world.

This ambition is reflected in UCD'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 global engagement; and to provide a supportive community in which every member of the University is enabled to achieve their full potential.

In setting out our strategy, we identified **ten key objectives**, the achievement of which were critical to achieving our ambitions.

Now, in 2019, it is time to reflect on our achievements to date, to measure, acknowledge and celebrate our successes and to reset our compass as we start the process of developing UCD's next Strategy. We must also acknowledge

areas where we have had challenges over the past four years and work with renewed vigour and determination to address these difficult areas over the period of the next Strategy.

In the introduction to UCD's *Strategy 2015-2020*, I noted that while UCD's achievements over many years are impressive, we cannot rest on our laurels. This is evermore true now. Technology has revolutionised global communications and the way business is conducted; countries and economies around the world are evermore interconnected and companies and organisations are increasingly multicultural and internationally mobile in the headquartering of their operations. From a university standpoint, students have become increasingly internationally mobile, with many undertaking part, or all of their university education in another country.



“Since the launch of UCD’s current Strategy, the political and social landscape in which we operate has changed enormously. Certainties, which have been taken for granted for generations are now under threat”

Even since the launch of UCD’s current Strategy, the political and social landscape in which we operate has changed enormously. Certainties, which have been taken for granted for generations are now under threat and the types of societies and new political dispensations which may arise from this period are as yet unclear. In framing our next Strategy, UCD must make a positive contribution to these debates and provide thought leadership in shaping future social and political landscapes in Ireland whilst also contributing actively to the international debate.

This booklet sets out some highlights of UCD’s performance against the current Strategy. For ease of assimilation, these are set out under each of the ten key objectives identified in the Plan. I invite you to read this document, assess it and celebrate with me the many achievements of UCD over the past four years. Of equal importance, I would ask you to think about areas where UCD can improve, change its emphasis and continue to achieve its mission.

This assessment of our performance over the past four years will form an important staging post in the extensive consultation process I intend to undertake during the development of our next Strategy. I hope that you will all contribute fully to the process.



**Professor Andrew J Deeks
President, University College Dublin**

Our vision

UCD will be a preeminent diverse and inclusive scholarly community of students, faculty and staff who, while contributing to the development of Ireland, have global standing, understanding and impact.

UCD will continue to be an excellent research-intensive university, where a comprehensive suite of strong disciplines forms the foundation for high quality interdisciplinary research, scholarship and innovation. Through this combination of world-leading disciplinary and interdisciplinary research, we will vigorously tackle significant global issues and challenges.

Our graduates will be imbued with a knowledge of the past and will be capable of critically interrogating the present and of imagining the future.

Through a holistic student-focused and research-led educational experience which has both breadth and depth, they will be equipped with the knowledge, skills, experience and attitudes they need to flourish in present and future Irish and global societies.

Highly engaged locally, nationally and internationally, UCD will be known around the world as Ireland's Global University.

As such, we will be truly global in our comprehensive range of disciplines, in the reach and impact of our research and innovation, in our holistic educational experience, in the diversity of our University community, in our engagement with all sectors of society and with all regions of the world, and in the quality and extent of our campus and facilities. We will be distinctive in our agility, innovativeness, commitment to justice, inclusiveness and friendliness. We will bring the best of the world to Ireland, and the best of Ireland, including its distinct cultures to the world.

Ten key objectives



1. Increase the quality, quantity and impact of our research, scholarship and innovation.



2. Provide an educational experience that defines international best practice.



3. Consolidate and strengthen our disciplines.



4. Conduct strong interdisciplinary research and education in important areas of national and global need.



5. Attract and retain an excellent and diverse cohort of students, faculty and staff.



6. Build our engagement locally, nationally and internationally.



7. Develop and strengthen our University community.



8. Further develop world-class facilities to support the vision.



9. Adopt governance, management and budgetary structures which enable the vision.



10. Overcome financial, human resource management and other external constraints.

Our mission is 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 global engagement; and to provide a supportive community in which every member of the university is enabled to achieve their full potential.



Highlights of 5 remarkable years

12 key indicators of achievement



+5%

Student satisfaction



-4.2%

Student:faculty ratio



+50%

Global engagement



+302%

Alumni engagement



+131%

Industry engagement



+23%

Research quantity



+5.5%

Research quality



+100%

Number of spin-out companies



+53%

Philanthropic support



+39%

Non-exchequer income



+13.3%

Number of employees



+10.5%

Number of students

Notes

Student satisfaction: improvement in Irish Survey of Student Engagement score

Student:faculty ratio: % increase in student:faculty ratio

Global engagement: % increase in non-EU students

Alumni engagement: % increase in number of alumni events

Industry engagement: % increase in number of industry co-authored SciVal publications

Research quantity: % increase in UCD-authored SciVal publications

Research quality: % increase in

field-weighted citation impact, based on 5-year average

Number of spin-out companies: % increase over previous five years

Philanthropic support: % increase over previous five years

Number of students: % increase in students on UCD's Ireland campuses



Objective 1

Increase the **quality, quantity and impact** of our research, scholarship and innovation

Our *Strategy 2015 - 2020* recognised that our vision for UCD in 2020 was built on a foundation of excellent and important research, delivering answers to challenges of global significance in which UCD and Ireland could play a leading role. We recognised that many of these challenges require long-term approaches, and we promised to value and promote fundamental discovery research as well as application-oriented research.

We also identified that it is important to capture and convey the impact of research, scholarship and innovation, and we planned to spearhead the development of a national articulation of

this impact. Recognising the particular impact a research-intensive university can deliver through its portfolio of innovation activities, we planned to further develop our already-strong portfolio of innovation programmes, patent development, spin-out companies and technology transfer.

Over the lifetime of the strategy we adopted actions to increase the quality, quantity and impact of our research, scholarship and innovation to levels equal to or exceeding those of a comparator group of world top 100 universities.



Key achievements

- Significantly reorganised and improved research supports
- Launched new Research Management System and new enterprise system to enhance discovery of UCD research publications
- Developed approach to capture impact and external engagement
- Significantly increased internal investment in research to seed new initiatives
- Introduced new supports in NovaUCD and hospitals in our Ireland East Hospital Group
- Commenced an extension to NovaUCD
- Established University Bridge Fund to support competitive spin-outs
- Established ConsultUCD to support university consultancy
- Implemented a significant programme of national and international engagement

Faculty & researchers (2018/2019)



9,728
graduate students



1,611
PhD students



1,727
academic staff

Global rankings*



86 in Europe



193 in the world



14 subjects
in the top 100
in the world



Top 1% of
higher education
institutions
world-wide

Research awards



€122m
in new externally funded
research awards for 2017/18
– most successful year ever



€534m
total 5-year externally
funded awards

*QS World University Rankings 2019



Research publications



Collaboration



UCD collaborates on papers with authors from **161 countries**



UCD has **270+** industry partners



56% of UCD's publications are co-authored with international academics



UCD collaborates with **all top 10 universities** in the world

Innovation: 2014-2018



17 spin-out companies



319 inventions disclosed



110 licence agreements concluded



96 patents filed
32 patents granted





Objective 2

Provide an educational experience that defines international best practice

Our Strategy recognises that UCD was and continues to be the 'University of First-Choice' for Irish students and the 'University of Destination' for the largest number of international students coming to Ireland. We continue to lead the national agenda through our open and modular curricula at both undergraduate and postgraduate level, which endeavours to balance the need for depth and focus with the benefit of ensuring opportunities to maintain and develop wider interests.

We planned to increase our national advantage in this area, further developing our portfolio of undergraduate and graduate programmes and co-curricular activities to define international

best practice and to become an exemplar for university education around the world. We raised awareness of our educational ethos through social media, sharing achievements, promoting campus life and engaging directly with current and potential students so that they would become ambassadors and advocates.

We planned that a UCD education would be further enriched by the quality of our research and innovation and would develop our students' capacity for critical enquiry and original thinking. This approach was planned to extend across all of our student cohorts, occasional, flexible, undergraduate and graduate, whether in taught programmes or in research.

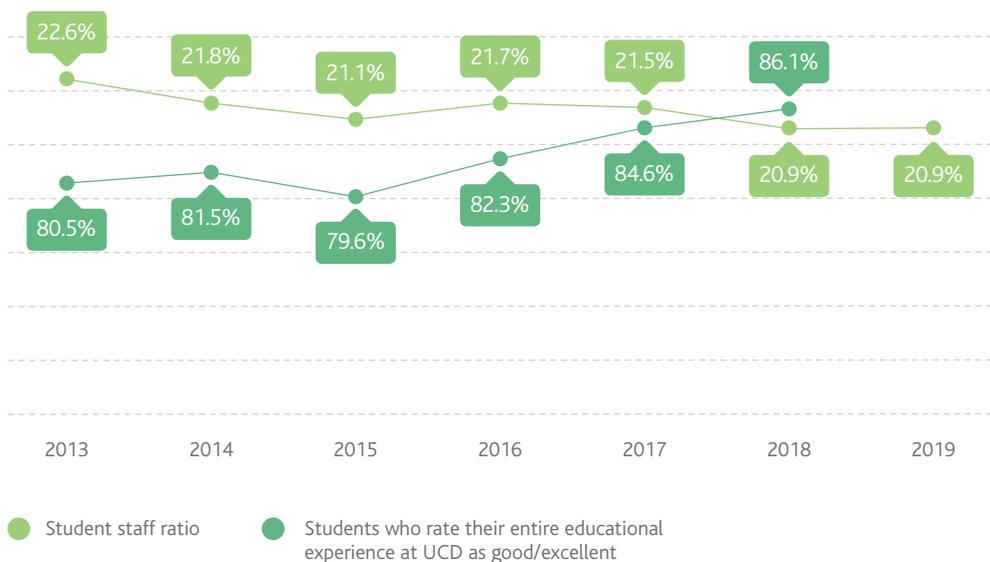


Key achievements

- Undertook university-wide consultation and identified key themes for improving education and student experience including, assessment and feedback, ensuring greater programme coherence
- Completed a university-wide curriculum review and enhancement process that reviewed all taught programmes in the university defining programme outcomes and mapping modules against these outcomes
- Completed a major review of the academic regulations to increase flexibility in programme delivery, enhance support for student learning, student feedback and feedback on assessments and introduced new approaches to remediation
- Reviewed and enhanced approach to elective provision including introduction of multidisciplinary "Discovery" electives and better support for structured electives
- Developed four-year programmes in Humanities and in Social Sciences that included improved opportunities for exchange and/or internships and thematic degrees
- Introduced university-wide co-curricular awards 'UCD Embark' and 'UCD Advantage' to support personal and professional development of students through engagement in sports, clubs, wider university life and volunteering
- Developed and expanded the Mathematics Support Centre and the Academic Writing Support Centre
- Restructured and expanded student supports in Student Advising, Health and Counselling Services

Some key trends

Staff:student ratio and student satisfaction





Objective 3

Consolidate and strengthen our disciplines

The UCD Strategy recognises that the breadth and strength of our disciplines is not only fundamental to our reputation as a research-intensive university and our ability to deliver depth to our educational experience, but also underpins our success in interdisciplinary research, education and innovation.

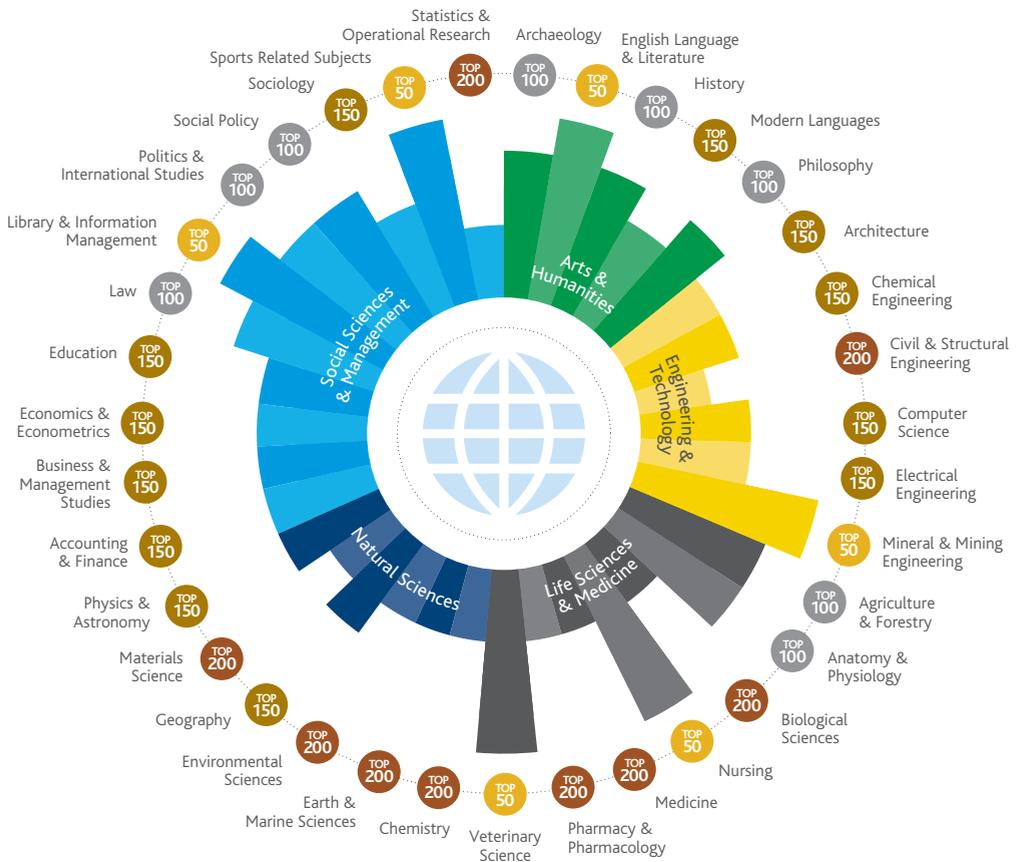
We planned to consolidate our disciplines through internal discussion and external comparison, and to review our academic structures to ensure alignment with our disciplines. We then worked to strengthen these disciplines.



Key achievements

- Conducted top-down and bottom-up review of college and school structures and implemented new academic structure
- Improved rankings in key disciplines

QS World Rankings



6 subjects in top 50
 14 subjects in top 100
 35 subjects in top 200



Law – 47th



Smurfit Business – 23rd



Agricultural Sciences – 19th



Objective 4

Conduct strong **interdisciplinary research and education** in important areas of national and global need

The breadth of our expertise is one of the hallmarks of UCD. The ability to harness that expertise across disciplines will underpin our ability to meet national and global needs through our research and innovation activities and through the education we deliver to our students.

UCD planned to build on our successes, regularly reviewing our research themes and educational curricula to ensure appropriate positioning and profile and to facilitate external engagement.

UCD planned to ensure that our structures, policies and processes incorporate sufficient flexibility and adaptivity to support novel interdisciplinary research and education in the rapidly changing global landscape and to exploit synergies with and between our core disciplinary and interdisciplinary activities. Further development of thematic PhD programmes and thematic cross-disciplinary structured teaching around our research themes will leverage the benefits of interdisciplinarity for our educational programmes and our students.



Key achievements

- Introduced research partners team in UCD Research to support major research initiatives in areas of national and global need
- Awarded three new national interdisciplinary Science Foundation Ireland research centres: Beacon, iCRAG and I-Form
- Introduced new initiatives in interdisciplinary areas such as One Health, Cybersecurity and Migration
- Established Institute for Discovery to support early-stage interdisciplinary initiatives
- Initiated significant programme of international engagement around the UN Sustainable Development Goals
- Increased cross-disciplinary research by 10% by 2018

Major national research centres led by UCD

Science Foundation Ireland centres



Enterprise Ireland centres





Objective 5

Attract and retain an excellent and diverse cohort of students, faculty and staff

Over the period of this strategy, UCD continued to attract excellent and diverse students, faculty and staff from around Ireland and around the world, and put in place appropriate support measures to develop and retain the members of our community.

UCD has the largest number and percentage of international students among the Irish universities and compares well with leading international universities for international faculty. UCD planned continued growth in the numbers and quality of our international students and faculty as being a critical element in the development of the UCD community and in fostering excellence in our educational and research programmes.

In support of this goal, UCD planned to raise the profile of the University nationally and internationally. This involved an extensive market research and consultation process with targeted stakeholders and the development of an overarching marketing campaign that spanned international and domestic student recruitment, and awareness and reputation campaigns targeted at employers, international academics, and key national and international stakeholders. In order to ensure diversity in student recruitment and widening participation among

underrepresented cohorts or students, UCD has been in the vanguard of supporting students from socio-economically disadvantaged communities and students with disabilities. UCD also has a long tradition of encouraging mature students and we value in particular the contribution they make to the dynamic of our classes. We planned to continue to grow this valuable part of our community.

To ensure retention of our excellent and diverse cohort of students through to graduation, working in partnership with our various stakeholders, UCD planned to ensure that a comprehensive suite of student support measures were in place.

To ensure retention of our excellent and diverse faculty and staff, UCD planned to put in place a comprehensive performance development programme, having undertaken a full review of our promotion procedures, training processes and leave provisions. UCD also planned to promote gender balance and equality of opportunity among students and employees of the University. Furthermore, UCD planned to engage with leading edge national and international diversity programmes to ensure that we achieve the benefits of diversity throughout the University and at all levels of leadership.



Key achievements

- Introduced student recruitment marketing campaigns – “Ireland’s Global University” and “Think Bigger”
- Introduced excellence in teaching, research impact, employability ranking and subject ranking above-the-line campaigns
- Increased the diversity of students through more international students and mainstreaming widening participation and access across the University
- Launched “University for All” to drive the principles of inclusive education across the university curriculum and operation
- Introduced new entry pathways – “Open Learning” that allow students access to modules with capacity
- Mainstreamed the governance of access to higher education programmes
- Introduced rolling faculty promotion process
- Implemented HR Performance for Growth process
- Appointed Vice-President for Equality, Diversity and Inclusion and created UMT EDI Group
- Awarded Athena Swan Institutional Bronze
- Instigated Gender Action Plan and EDI Policy



494 average CAO points
for incoming Irish students to UCD



29.1%
widening participation students



27.2%
international students (2017/2018)



34.3%
international faculty (2018)



12.4%
of CAO first preferences

Note: Figures as of 2018



Objective 6

Build our engagement locally, nationally and internationally

A critical focus of UCD's plan was to develop our engagement both within Ireland and further afield, and through this to improve our national and international impact. UCD has made a unique and unrivalled contribution to the development of modern Ireland since the foundation of the State. This has been based on successful engagement with Irish society on every level and across every sphere of activity.

UCD's outreach to society is apparent in the extensive involvement of faculty on Government and NGO boards and advisory groups as well as through their contribution to national policy via evidence-based research. The public programme of initiatives developed under the Decade of Centenaries banner has provided important historical context and cultural highlights that reflect the wealth of scholarship and creativity among faculty, staff and alumni.

We continued to build our portfolio of strategic, holistic and mutually beneficial partnerships with industry, public service and community organisations. We also worked with local and national authorities to meet shared objectives, capturing the value of a great public university to city and country and furthermore, to engage our local community, sharing the benefits of the campus and the activities it houses.

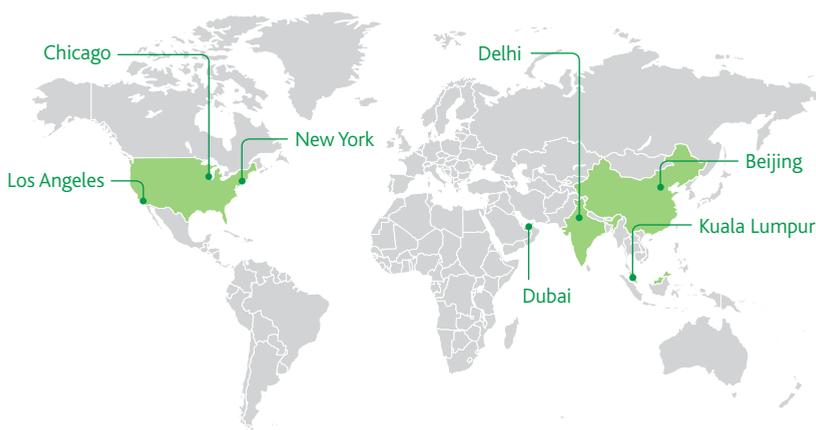
Equally, UCD's engagement internationally has grown substantively. We developed our relationships with recognised colleges and partner universities nationally and internationally, engaging globally through UCD Global Centres in key regions and working with Government agencies, partners, alumni and the Irish diaspora in each region to deliver on our mission.



Key achievements

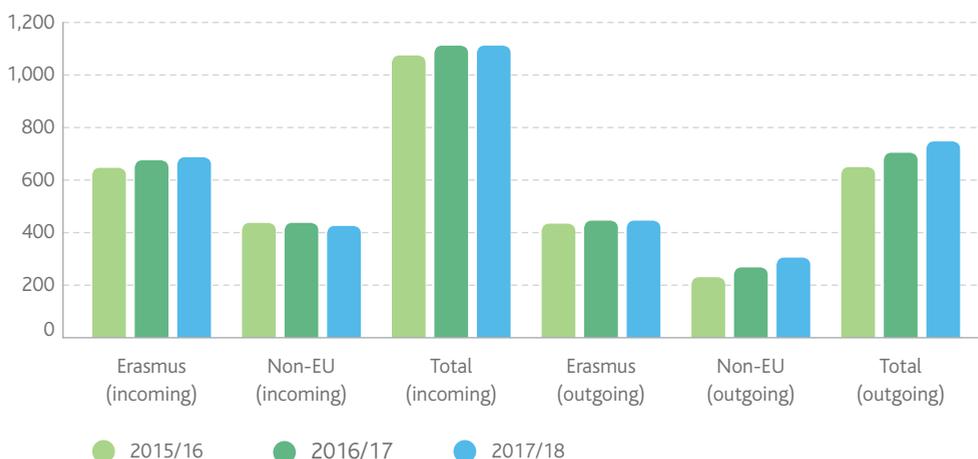
- Established UCD Global Centres in New York, New Delhi, Kuala Lumpur, Beijing and Dubai
- Increased student enrolment at Beijing-Dublin International College to over 1,000 students
- Developed RCSI-UCD Malaysia Campus (RUMC, formerly Penang Medical College), Malaysia.
- Developed degree programmes in co-operation with partners in China, Singapore, Malaysia, Hong Kong and Sri Lanka
- Increased the number of domestic students going on international exchange
- Signed and delivered 12/13 major strategic partnerships with industry to support graduate employment, structural investment, funded research, education support, faculty positions and student scholarships

UCD Global Centres



Some key trends

Number of incoming and outgoing exchange students





Number of industry co-authored papers



UCD's major strategic partnerships



Delivered:



c.4,000 graduates employed in jobs created by strategic partners



5 academic positions supported by strategic partners



>€8m investment in education support and CPD by strategic partners



>€40m investment in research programmes underpinned by investment of more than €5m by strategic partners



Infrastructure investment by strategic partners in UCD O'Brien Centre for Science and UCD Centre for Future Learning



>100 scholarships supported by investment of €500k by strategic partners

UCD President's Alumni Australia Tour 2017

Global alumni events

2019

Dubai, UAE
Riyadh, Saudi Arabia
Copenhagen, Denmark
New York, USA
Brussels, Belgium
Singapore
Montreal, Canada

2018

Beijing, China
Kuala Lumpur, Malaysia
Boston, USA
San Francisco, USA
Sydney, Australia
Melbourne, Australia
Abu Dhabi, UAE
Riyadh, Saudi Arabia
Paris, France
London, England
Brussels, Belgium
Montreal, Canada
Hong Kong
Singapore

Colombo, Sri Lanka
New York, USA
New Delhi, India
Dubai, UAE, (Global Centre
Opening)

2017

Sydney, Australia
Melbourne, Australia
Perth, Australia
San Francisco, USA
Boston, USA
New Delhi, India
Brussels, Belgium
New York, USA
London, England
Dubai, UAE
Riyadh, Saudi Arabia
Montreal, Canada
Hong Kong
Singapore
Colombo, Sri Lanka

2016

London, England
Singapore
Hong Kong
Dubai, UAE
Chicago, USA
New York, USA
San Francisco, USA
Colombo, Sri Lanka
Bangalore, India
New Delhi, India
Seattle, USA
Washington, USA

2015

China (Global Centre Opening)
North America (Global Centre
Opening)
Kuala Lumpur, Malaysia
(Global Centre Opening)
New Delhi (India)
Hong Kong
Singapore
Colombo, Sri Lanka



Objective 7

Develop and strengthen our university community

Central to our mission and vision is the building-up of a supportive and inclusive community of students, faculty and staff, alumni and diaspora.

Community has always been a distinguishing feature of UCD. Testament to this is the frequency with which our students pay tribute to faculty and staff for their support and dedication. Our students form lifelong friendships in class and through extra-curricular activities, which form invaluable networks that support graduates throughout their careers. Our community of faculty and staff take pride in and make a commitment to their students and to the contribution the University makes to society.

The UCD Strategy stipulates that we will work together to make UCD an attractive, friendly and accessible environment, which encourages all members of our community and their families to spend more time on the campus and continue to develop extra-curricular activities, increase the

participation of students in the management and development of the student experience.

To further enhance our faculty and staff community we planned to improve the communication and decision making processes within the University. We planned to provide a wide range of opportunities for faculty and staff interaction across Colleges, Schools and Units, at both professional and social level, so as to enhance both well-being and the effectiveness of communication across the University.

To build on our affinity with our alumni we planned to expand our social alumni networks. Conscious of the benefits of two-way exchange, we planned to foster greater engagement between our faculty and alumni through a programme of events aimed at sharing expertise in this wider community.

Caroline

Aoife

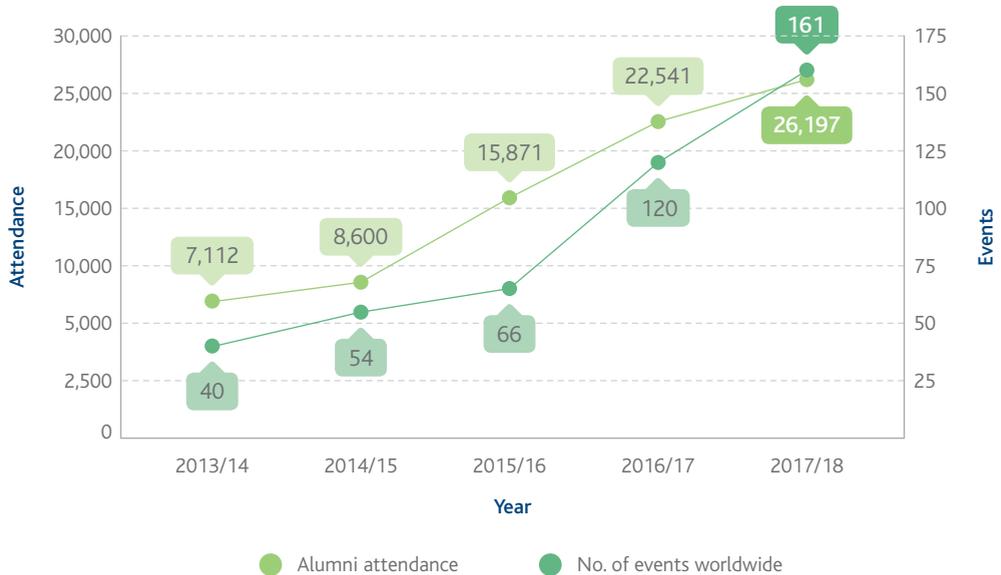


Key achievements

- Introduced the UCD Festival
- Expanded Alumni chapters and reunions
- Expanded growing number of Alumni events around the world
- Significantly increased Alumni volunteering
- Planned to have alumni and friends participating in events at approximately 24,000 by 2018. This target has been significantly exceeded
- Developed UCD Engage Day
- Instituted Values in Action Awards
- Instituted Long-service Recognition Awards
- Developed UCD Community Choir
- Developed UCD Health & Wellbeing programme
- Celebrated International Women's Day
- Developed Multicultural Employee Network

Some key trends

Increase in alumni attendance at events over 5 years





Objective 8

Further develop world-class facilities to support our vision

UCD has made significant progress in recent years in developing world-class facilities, and the campus now represents a significant strength and area of competitive advantage for the University.

Throughout the period of our Strategy, UCD planned to work towards putting in place, maintaining and improving facilities, equipment and services right across the University to support world-class research and a research-led and engaged student experience.

We also planned to put in place facilities which contribute significantly to the building of the University community, and which promote engagement with our wider community.

A key starting point was to put in place a campus development plan which emphasised a rigorous process of prioritisation, clear timelines and set out a compelling case for our priorities. This plan formed an important basis for our funding campaigns which focussed on securing both government and philanthropic finance for our developments.



Key achievements

- Opened new Ashfield student residences
- Completed construction of Confucius Institute
- Constructed UCD University Club
- Commenced construction of UCD Moore Centre for Business
- Produced strategic campus development plan
- Commenced construction of phase 1 of master plan for 3,000 new student residences
- Developed master plan for sports and amenities precinct to include new running track
- Developed master plan for academic character area
- Brought phase 1 of Future Campus plan to detailed design

Some key trends

Strategic campus development plan





Objective 9

Adopt **governance, management and budgetary structures** to enable the vision

Irish universities, like many universities in the western world, have traditionally been governed and managed by committees of peers, and sustained for the most part by exchequer funding.

However, the higher education environment is now significantly more competitive than in the past, sources of funding and activities have diversified and accountability to funders is now more formalised.

The UCD Strategy set out the objective of putting in place appropriate governance, management and budgetary structures which

strike a balance between devolved decision making and empowerment and appropriate central oversight and strategic direction. UCD planned to perform functions centrally when they are more effectively performed that way and perform functions locally when that is the most effective approach.

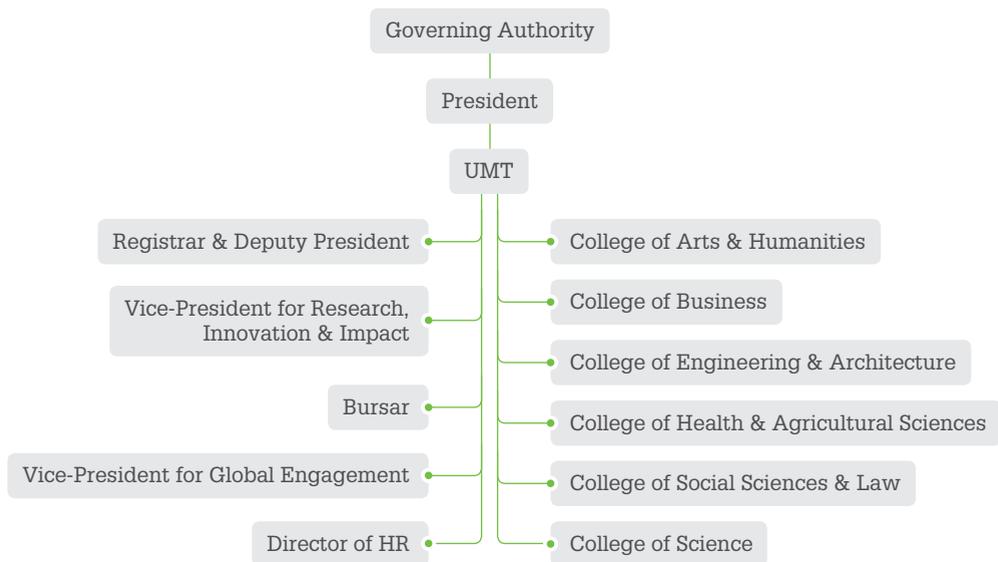
Equally, we put in place a fair and equitable mechanism to allocate budgetary resources to all of our units recognising that it is of fundamental importance that units clearly understand their budgetary horizon in order to facilitate effective multi-annual planning.



Key achievements

- Conducted a review of management and governance structures and formed the University Management Team and associated subgroups
- Formed clear personal lines of management responsibility from members of the University Management Team through heads of school and heads of support units
- Developed a formula driven budget model, based on an historic base line and sharing financial performance increases and savings
- Implemented a cascaded structure of 5-year plans supported by 5-year budget and enrolment planning
- Sixth Governing Authority achieved gender balance and appointed its first female Chair, Marie O'Connor.

University academic structure



UCD President, Professor Andrew Deeks with Eugene McCague, former Chair of the Fifth Governing Authority and Marie O'Connor, Chair of the Sixth Governing Authority.



Objective 10

Overcome **financial, human resource management** and other external constraints

As UCD's Strategy was being written, the significant impact of the global economic crisis on Ireland had generated substantial ongoing challenges for the University in terms of financial and human resource management. Equally, the constraints on the National Exchequer led to a tendency for Government to employ a restrictive approach to budgetary and human resource policy in the universities. This approach significantly compromised the autonomy of universities and threatened to undermine UCD's ability to conduct world-class research and education and to act in an independent and entrepreneurial manner to develop alternative non-exchequer funding streams.

To overcome these financial challenges, UCD worked with the IUA and with Government through the Department of Education and Skills and the HEA to develop and agree a sustainable funding mechanism for the universities in Ireland which covers the full cost of providing a world-class research-led university education. Additionally, we generated additional non-exchequer income by attracting

increased numbers of non-EU and postgraduate students, expanding professional development programmes and improving the performance of research and consultancy contracts.

In the area of human resource management, UCD worked with the IUA and with Government through the Department of Education and Skills and the HEA to address public pay policy and other Public Service employment constraints to provide opportunities for development, advancement and appropriate reward for our faculty and staff, and to allow us to employ the number of staff required to achieve our vision.

To ensure that the independence of the university, our ability to use funding effectively, and our ability to act in the best interests of the country are not jeopardised, UCD worked closely with Government through the Department of Education and Skills and the HEA to ensure that policies are informed by our knowledge and experience of the sector, and that those policies do not adversely impact on our ability to deliver our mission and vision.

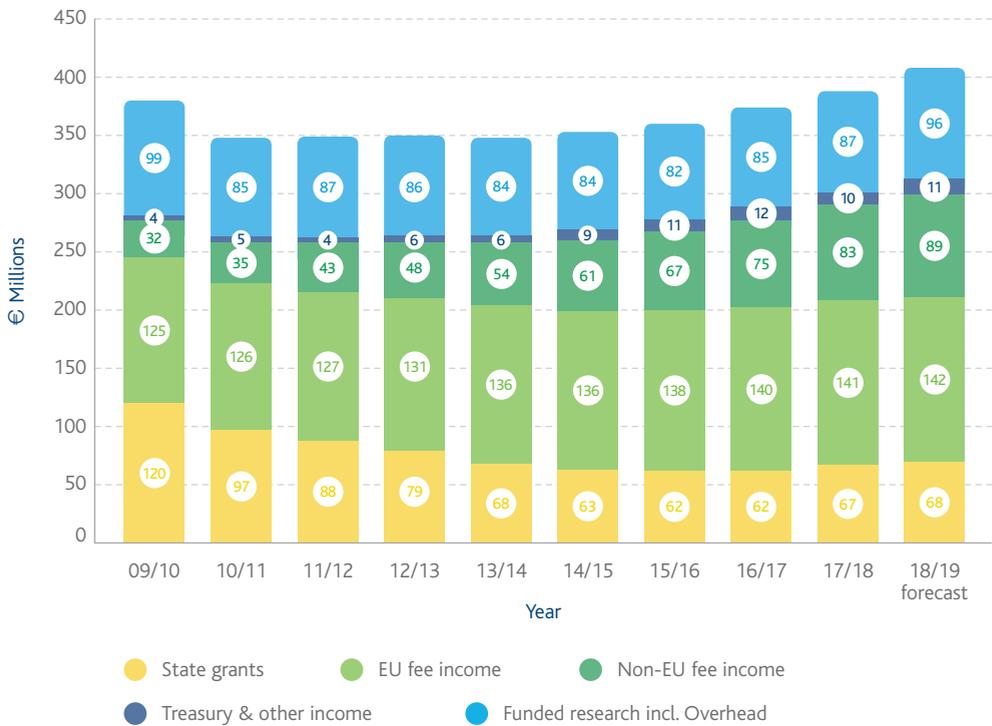


Key achievements

- Increased non-exchequer income by increasing international student numbers and other activities
- Developed plan to address student:faculty ratio over the next five years through non-exchequer income generation, vacancy savings and university level performance-based funding

Some key trends

Source of University income







No. 1
for education

No. 1
for global
community

No. 1
for international
student care

No. 1
for global
connections

No. 1
for sport

No. 1
for students

No. 1
for staff

No. 1
for research



Ireland's **Global**
University



University College Dublin
Belfield, Dublin 4, Ireland.

 www.ucd.ie