University College Dublin

Strategy and Planning

**Schools**

**Planning Template**

January 2022



##

# Introduction

This document sets out a template to assist schools in setting out their key strategic and operational goals. This work should be completed in conjunction with and as an integral part of the budgetary and enrolment planning process. This document should be completed in brief form only. It is strongly recommended that the completed template should be no more than 5 pages in length. Only key items should be outlined.

It is important that this process is clearly based on the priorities set out in the UCD Strategic Plan 2020-2024 ‘Rising to the Future’ with appropriate contextualisation for the circumstances and opportunities relevant to each school. In particular, plans should be set in the context of UCD’s four Strategic Themes:

* Creating a Sustainable Global Society;
* Transforming through Digital Technology;
* Building a Healthy World;
* Empowering Humanity.

It is fully recognised that some themes may be more relevant to the objectives of a particular school than others and Heads of School should complete the template as appropriate to the circumstances and aspirations of their school.

It is equally important that the schools’ plans are in keeping with the four Core Objectives prioritised in the UCD Strategic Plan 2020-2024 ‘Rising to the Future, namely:

* Increase the quality, quantity and impact of our research, scholarship and innovation;
* Provide an inclusive educational experience that defines international best practice and prepares our graduates to thrive in present and future societies;
* Continue to build our engagement locally, nationally and internationally;
* Attract, retain and develop an excellent and diverse cohort of students, faculty and staff.

Each school has also been provided with a copy of the Key Performance Indicators (KPIs) at University level. Targets for KPIs at University level and College level are also supplied.

UCD is determined to ensure that the school planning process is fully integrated with the budgeting and enrolment planning processes and also the IT planning processes. A schedule of key dates linking budgetary planning, enrolment planning, IT planning and strategic planning is included on the UCD planning website.

Please clearly note that it is critical to the success of this process and to the achievement of the UCD Strategic Plan that Schools set out clearly the areas in which they intend to invest (people, facilities, programmes etc.) in addition to setting out how they plan to raise revenue.

It is intended that each school will complete this document and it will then be discussed at College level and amendments/updates agreed as appropriate. Subsequent to this, it is planned that each College Principal will present a summary of his/her schools to President and UMT.

Schools should begin work to complete the relevant sections of this template as soon as possible. It is requested that schools complete this template and discuss with College Principals. Drafts of the completed templates should be submitted to your College Principal and final plans uploaded to the UCD Planning Website. Deadlines for draft and final plans are set out in the ‘Milestones’ section of the website

The past two years have been very challenging for all of our community at UCD. As we start to emerge from the worst crises to impact our university in more than a generation, it is important that we begin to plan for our future in a post Covid-19 environment. The difficulties and uncertainties of this planning process are fully recognised, but effective planning for our schools and units will be critical in quickly getting ourselves back ‘on track’, in reassessing our opportunities and in charting our path forward over the next period.

If you have queries regarding this template or the process, they should be directed in the first instance to the College Principal. I wish you well in this review exercise and look forward to receiving your outputs in due course.

Professor Andrew J Deeks
President
University College Dublin

***Please note, within the section entitled Major Themes, please set out the Education, Research and Global Engagement activities which you have taken to date or more particularly plan to take over the period of the UCD Strategy 2020-2024 ‘Rising to the Future’. It is fully recognised that some themes may not be applicable to some schools. It is acceptable to leave such a theme blank in these circumstances.***

# Major Themes

**Creating a Sustainable Global Society**

#### Key achievements and initiatives to date

* Xxx
* Yyy
* Zzz

#### Planned for next 5 years

* Xxx
* Yyy
* Zzz

#### Planned for next year 2022 - 2023

* Xxx
* Yyy
* Zzz

**Transforming Through Digital Technology**

#### Key achievements and initiatives to date

* Xxx
* Yyy
* Zzz

#### Planned for next 5 years

* Xxx
* Yyy
* Zzz

#### Planned for next year 2022 - 2023

* Xxx
* Yyy
* Zzz

**Building a Healthy World**

#### Key achievements and initiatives to date

* Xxx
* Yyy
* Zzz

#### Planned for next 5 years

* Xxx
* Yyy
* Zzz

#### Planned for next year 2022 - 2023

* Xxx
* Yyy
* Zzz

**Empowering Humanity**

#### Key achievements and initiatives to date

* Xxx
* Yyy
* Zzz

#### Planned for next 5 years

* Xxx
* Yyy
* Zzz

#### Planned for next year 2022 - 2023

* Xxx
* Yyy
* Zzz

***Please note, within the following section entitled Core Objectives please set out the which you have taken to date or more particularly plan to take over the next 5 years. It is fully recognised that there may be some duplication between the objectives set out in the Themes above and the Core Objectives. Please simply indicate where such duplication occurs.***

# Core Objectives

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

* Xxx
* Yyy
* Zzz

#### Provide an inclusive educational experience that defines international best practice and prepares our graduates to thrive in present and future societies

* Xxx
* Yyy
* Zzz

#### Continue to build our engagement locally, nationally and internationally

* Xxx
* Yyy
* Zzz

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

* Xxx
* Yyy
* Zzz

# Major Themes and Core Objectives will be supported by

**Finance**

#### Outcome as per plan 2021/22 – As submitted in May 2021

* Xxx
* Yyy

#### Planned for next 5 years

* Xxx
* Yyy
* Zzz

#### Planned for next year 2022 - 2023

* Xxx
* Yyy
* Zzz

**Human Resources**

#### Outcome as per plan 2021/22 – As submitted in May 2021

***With reference to your submitted and approved staffing plan\* please comment on any significant variations, including but not limited to:***

* Any anticipated delays in filling posts and what steps are being taken to address the matter;
* Turnover that will occur during the year (leavers, what analysis, impact and what would you do differently)
* Expected CID occurrences
* Utilisation of hourly paid staff

\* The Staff Target and Actual can be found in InfoHub/HR/Employee Planning Dashboards/Employee Planning Dashboard by School-Unit

#### Planned for next 5 years

* Xxx
* Yyy
* Zzz

#### Planned for next year 2022 - 2023

* Xxx
* Yyy
* Zzz

**Quality Assurance Processes**

* Where your school has had a Quality Assurance Review which has taken place after 1st January 2020, please set out the steps you intend to take to implement the recommendations of the review.

**Performance Against KPIs**

* Please review the KPI targets for your school and comment where there is any significant deviation (over or under) from target. This should be discussed with your College Principal.

**Risk Management**

* Where your school has completed a Risk Register, please attach the latest copy of your risk register to this plan. Where your school has not completed a risk register, please set out (in bullet point format) the top 5 risks facing your school and what actions are you taking to control/manage each risk.

# Appendix – Financial Summary

A summary of your financial plan is to be included here. Your Finance Manager will assist you in the preparation of this document.