Mission-based Performance Compact

between

University College Dublin

and

The Higher Education Authority

Date: February 2014

Context

This Compact is an agreement between the Higher Education Authority and University College Dublin and is the outcome of a process of strategic dialogue between the two bodies.

The purpose of strategic dialogue is to align the missions, strategies and profiles of individual higher education institutions with national priorities, and to agree strategic objective indicators of success against which institutional performance will be measured and funding allocated.

This Compact demonstrates a shared sense of the balance that is required between institutional autonomy and public accountability and a recognition that a diverse range of strong, autonomous institutions is essential for the overall higher education system to respond effectively to evolving and unpredictable societal needs.

The Compact recognises that University College Dublin is an autonomous institution with a distinctive mission, operating within a regional, national and international higher education environment.

The Compact recognises that there is a tension between providing a transparent framework of public accountability for performance in relation to funding, and risks of unintended behaviours related to measurements. It addresses this tension by requiring higher education institutions themselves to propose the qualitative and quantitative indicators against which their performance should be assessed by the Higher Education Authority.

The purpose of this Compact is to provide a strategic framework for the relationship between the Higher Education Authority and University College Dublin. It sets out how University College Dublin's mission and goals align with national goals for higher education.

By detailing HEA funding commitments and reciprocal University College Dublin commitments, this Compact also contributes to creating a transparent and accountable system of administration of State funding. To support this purpose, the Higher Education Authority and University College Dublin agree that this Compact will be published.

The principles of State funding support

The principles under which State funding for higher education is provided are:

- Institutional autonomy balanced with public accountability for high quality outcomes; and
- Core funding allocations that are predictable, fair and transparent, and that provide reasonable stability from year to year and in which funding follows the student.

Contents

1. Establishment of the Compact

The Higher Education Authority and University College Dublin agree that:

- This Compact consists of this document and the accompanying current and planned profiles
- The term of this Compact is from 1 January 2014 to 31 December 2016 unless terminated earlier by agreement.

University College Dublin acknowledges that policy underlying some or all of this Compact is subject to review by the Minister for Education and Skills or by the Higher Education Authority from time to time. The Higher Education Authority and University College Dublin agree that if changes need to be made to the Compact because of such a review, the Higher Education Authority will notify University College Dublin of this in writing and will consult with University College Dublin accordingly.

Some or all of the funding arrangements may be updated from time to time. Either party may propose changes to this Compact at any time.

2. Performance Funding Framework

Higher education Performance Funding will provide incentives for higher education institutions to improve overall performance in accordance with their own strategies and with their place in the overall system.

Performance Funding will be allocated based on performance against agreed targets and indicators of success proposed by the institution across a range of outcome domains. The targets and indicators of success must be agreed in strategic dialogue with the HEA. The intention is both to improve the performance of the institution in key areas and to steer the institution closer to its agreed mission and profile and to its position in the overall higher education system. The degree of challenge and of realism inherent in the targets proposed will be evaluated and discussed in strategic dialogue.

The Higher Education Authority and University College Dublin agree to review annually the effectiveness of implementation of the strategies and goals for achieving the agreed national and institution outcomes.

As a condition of Performance Funding, in accordance with this agreement, University College Dublin must:

■ Agree performance targets as outlined in section 5 below
■ Supply performance data to the Higher Education Authority for the relevant indicators
■ Achieve the relevant targets agreed.

The assessment of progress against the agreed indicators of success and the allocation of Performance Funding against them will be notified annually to University College Dublin.

3 Mission and Strategy Statement

University College Dublin's mission and strategy sets out its values and aspirations, what it does and how it can best serve the interests of its students, staff and key stakeholders. The Higher Education Authority and University College Dublin acknowledge that University College Dublin's mission and strategy may evolve.

University College Dublin and the Higher Education Authority recognise that University College Dublin is an autonomous institution that is responsible for determining its mission, its aspirations and its strategies for their achievement.

However, the Higher Education Authority must ensure that together the missions and profiles of the different institutions will lead to overall coherence of the higher education system as a whole and to completeness, ensuring that national needs are being met and without unnecessary duplication.

UCD continues to be a top quality university benchmarked against the highest international standards. The University plays a critical role in Ireland's economic, social and cultural development and is an important curator of our national heritage.

UCD will be an international research-intensive university, recognised as world-class, where excellence in education goes hand-in-glove with a commitment to research, scholarship, creativity, and innovation.

UCD's leadership position in Ireland and our global contribution must be maintained and enhanced over the coming years. UCD will continue to be a persuasive advocate for the enduring value of investment in Irish higher education. Ireland can and should lead the way in developing a higher education system which produces the graduates to create, adapt and thrive in a global society and economy. The development of world-leading universities is central to achieving this objective. Investing in universities which have the capacity and proven track-record to deliver the type of graduate, research programmes and business and policy creativity that can be successful in today's challenging and competitive global environment is fundamental to Ireland's social and economic regeneration. Ireland's continued living standards and social cohesion depend upon a smooth and rapid transition to an innovation and knowledge-driven society.

UCD is of the view that addressing our current economic challenges is of paramount importance; but equally, the resolution of these issues must happen in parallel with the critical task of preserving our cultural identity in a manner which celebrates and recognises the increasingly diverse Irish experience and contributes to the building of a renewed social dynamic that offers equality of opportunity, esteem and inclusion. UCD recognises the importance of and is fully committed to national policy objectives regarding job creation. Based on an already impressive track-record, UCD is determined that our graduates will have both the specialist and general skills necessary to make an effective contribution to knowledge-based and increasingly internationalised workplaces.

But UCD's ambition stretches beyond these shores. UCD students, staff and graduates have made and continue to make an impact across the globe. In every society worldwide, there are numerous examples of the leadership qualities of UCD people and the excellent contribution they make to their adopted countries – which they do while remaining fundamentally Irish in their outlook and promoting a positive view of Ireland internationally.

Thus, internationalisation has been highlighted as one of UCD's institutional priorities in our Strategic Plan to 2014, 'Forming Global Minds'. The University currently hosts over 5,000 international students (based on nationality) on its Dublin campus and delivers degree programmes in, for example, business, computer science and medicine to over 5,000 students at overseas locations through local partnerships in countries including China, Malaysia, Sri

Lanka, Singapore and Hong Kong. Over the coming period, the University plans for significant growth in its overseas efforts, with particular emphasis on locations that offer us the opportunity to build mutually beneficial partnerships of scale especially in areas such as business, science, engineering, health and public administration.

UCD is determined to ensure that the University remains on a firm financial footing. In recent years, both recurring and accumulated deficits have been eliminated. Furthermore, by expanding international, academic and commercial sources of funds, the University has considerably reduced its reliance on Exchequer funding. UCD has been equally successful in reducing costs through targeted recruitment and aggressive management of non-pay costs.

The achievement of the objectives set out in this document can only be realised in an environment where the University can conduct meaningful financial planning. It is therefore assumed that over the period of this plan a total reduction in Exchequer funding of no more than 3% will be applied. Reductions in funding greater than this will inevitably impact on the achievement of objectives.

In addition, the objectives set by the University require a stable and consistent policy framework across the range of activities proposed. Changes in government policy in education, research, enterprise development and immigration may significantly impact on our strategy and its delivery.

Please note: UCD calculates its international student figures based on student nationality as opposed to domicile as set out in the HEA Institutional Profile

3.1 Changes to the mission and strategy statement

The Higher Education Authority acknowledges that University College Dublin may adjust its mission and strategy from time to time. University College Dublin agrees that the following will be the subject of strategic dialogue with the Higher Education Authority and may result in a change to the Compact:

- Any significant change that it proposes to make to its mission during the term of the Compact

- Any significant change that it intends to make to its activities that could affect either the content or the practical application of its mission.

4. Current and Planned Profile

The following pages contain:

- University College Dublin's current profile 2010/11 (as supplied by the HEA); and
- University College Dublin's planned profile 2016/17 (completed).

For hard copy submissions, please bind the current and planned profile after this page.

For electronic submissions, please submit the current and planned profiles as PDF and Excel attachments respectively.

5. Development Plans and Objectives

5.1 Regional clusters

Strategy summary

Please provide a brief summary of University College Dublin's strategy and chosen objectives in relation to its regional cluster.

This should set out:

■ Member institutions

■ Governance arrangements

■ Priority objectives for the cluster.

Please note any external factors or assumptions that might affect institutional progress towards stated development objectives.

Regional clusters: strategy summary

UCD has an established track record of inter-institutional collaboration involving a diverse range of HEIs and other state bodies in support of the economic and cultural enrichment of the nation. UCD has established strategic partnerships with the Institute of Bankers, National College of Art and Design, and the Institute of Public Administration through formal recognition of these institutions as Recognised Colleges of UCD. UCD is committed to further developing these relationships. UCD has also completed an MOU with IADT to deepen and further develop ongoing collaboration, particularly in the context of the existing and growing relationship with NCAD.

In addition UCD has developed a number of significant strategic collaborations in research and innovation with TCD and QUB, in postgraduate education, access and widening participation, through the Dublin Region Higher Education Alliance (DRHEA) and in addressing national priority areas for economic development with state bodies such as Teagasc and the IDA.

UCD is committed to these relationships and to progressing the additional web of relationships envisaged in the Report to the Minister for Education and Skills.

Member Institutions:

The table below sets out the HEIs involved in the proposed clusters involving UCD as outlined in the various HEA reports published recently and highlights those HEIs where ongoing relationships exist either related to or separate from the HEA clusters.

Proposed clusters			Current Relationships	
Regional Cluster	Thematic Clusters	Initial Teacher Education	Innovation Alliance	Recognised Colleges
Dublin Leinster Pillar I	Creative Arts Dublin Region	Institute		
UCD	UCD	UCD	UCD	
TCD	TCD	TCD	TCD	

	DIT			
NCAD	NCAD	NCAD		NCAD
IADT	IADT			
	RIAM			
				IPA
				IOB

Relationships – Governance and primary objectives:

UCD commits to developing a clear, effective and sustainable regional cluster plan defining the purpose, governance and immediate and medium-term goals for each of the clusters in collaboration with the relevant partner institutions. A key goal in these developments will be to minimise additional management layers and to ensure flexible and open arrangements that facilitate broad collaboration in delivering the priority objectives for regional clusters.

TCD-UCD Innovation Alliance: Given the prominence of the relationship between TCD and UCD across the range of clusters, emphasis will be placed on addressing the following priority objectives of the regional clusters:

- **Objective 1**: Establish governance and management structures;
- **Objective 2:** Establish framework for joint programme delivery with an initial focus on Graduate programmes;
- **Objective 3**: Deepen collaboration and coordination under innovation alliance.

Institute of Education (ITE review): The four partner institutions have agreed to form a single Institute for Education which has the capability to enhance the educational, research and policy development capacities of all partner institutions and to create important educational opportunities across the continuum of teacher education. The priorities are to:

- Develop a full vision for the Institute;
- Establish the governance model and implementation plan for Institute;
- Develop integrated professional masters in Education involving all partner Institutions.

DRHEA: Based on the partnership established in SIF funded initiatives, the 12 partner institutions have aligned closely with development of regional clusters, i.e. Pillar 1 & 2 Dublin/Leinster and reflect the commitment to:

- Develop and drive strategies that provide increased opportunities for participation of under-represented groups in higher education and promote community and civic engagement by fostering a range of practices and activities that will reciprocally share the knowledge resources of the HEIs with the community in mutually beneficial partnerships;
- Work collaboratively to be recognised as the regional voice for increasing equality in higher education in the greater Dublin region.

UCD is currently the strand convenor and the HEA provided additional support to the cluster to stimulate collaborative, institutional working, and to foster the transition towards a regional platform for promoting equity of access to higher education. This remains a focus of the activity of this group.

In August 2013, 10 members of this Alliance committed to continue collaborating to increase the opportunities for participation of under-represented groups in higher education. This

proposal is currently with the HEA.

UCD- IADT: UCD and IADT have signed an initial MOU agreeing to collaborate across the spectrum of activities involving these institutions. The immediate priority is to realise this into tangible objectives and to open up discussions to involve NCAD as part of the Creative Arts review process. Key actions will include:

- Completion of bilateral discussions on scope and extent of relationship;

- Extension to include NCAD to generate trilateral discussions on collaboration in creative arts and media provision in the Dublin region.

The trilateral relationship made possible through on-going discussions between UCD and NCAD and between UCD and IADT provides a unique opportunity to establish creativity, innovation, design and entrepreneurship as core elements across all discipline areas (e.g. engineering, science, computer science, business, humanities, architecture, creative arts and media).

Graduates leaving higher education need to be able to position themselves in a global market and to distinguish themselves not just through academic excellence but also through their ability to develop novel, creative and optimised solutions to problems. With the diversity of disciplinary strengths across NCAD, IADT and UCD in Arts, Humanities, Social Sciences, Science, Engineering & Architecture, Business & Law and Health Sciences, UCD is well placed to take a leading role in design teaching, thinking and research – given the range of discipline areas that can contribute to this thematic area.

Regional clusters:
Institution objectives and performance indicators

1.	Institution objective	**Deepen and broaden TCD-UCD Alliance and further expand to include the Dublin, Pillar 1 Institutions**
	Performance indicator	• Members approve governance regional plan • Agreed framework for joint programme delivery • Agreed framework for graduate research training • Expand entrepreneurship and training • Mapping of complementarity
	Baseline	Established structure of the UCD-TCD Innovation alliance and associated governance. Innovation Academy joint programmes.
	Interim target, end 2014	• Governance model agreed • Programme development framework agreed
	Interim target, end 2015	• 1 new programme initiated in areas of complementarity • Review of complementarity completed and action plan developed
	Final target, end 2016	• 1 further joint programme initiated • Report on progress against agreed plan

Note: the anticipated rate of progress in this area is dependent on the strategic funding sought by application to HEA

2.	Institution objective	**Constitute and establish The Institute of Education involving TCD, UCD, NCAD and MIE**
	Performance indicator	• Agreed Implementation strategy • Outline plan • New programme development • Research strategy • Alignment of processes
	Baseline	Agreement to establish Institute, Steering Group established and programme of work under way
	Interim target, end 2014	• Construction of joint Professional Master in Education (PME) • Institute governance agreed and structure implemented • Head of Institute appointed
	Interim target, end 2015	• Strategic plan and work programme agreed • Approval of joint PME by Teaching Council
	Final target, end 2016	• Initial intake of students onto Joint PME • Institute operating with annual reporting

Note: the anticipated rate of progress in this area is dependent on the strategic funding sought by application to HEA

3.	Institution objective	**Achieve a regional approach to admission and progression of under-represented students through the DRHEA**

	Performance indicator	Increased participation by non-traditional students in the region's HEIs
	Baseline	By end 2013, it is expected that the DHREA WP will have produced • a glossary of educational terms • a regional database of information and guidance sources for adults • a matrix describing the different admission processes in all member HEIs
	Interim target, end 2014	• Report to alliance member Registrars on enhancing admissions processes for mature and part-time students • Map of progression routes from Further Education to DRHEA HEIs
	Interim target, end 2015	• Report on the effectiveness of existing community engagement and outreach activities, which identifies priority areas where the DRHEA WP HEIs could collaborate on community engagement
	Final target, end 2016	• Increased number of member HEIs who are leading collaborative initiatives on behalf of the Alliance • Progress review report for the HEI Registrars

Note: the anticipated rate of progress in this area is dependent on the strategic funding sought by application to HEA

4.	Institution objective	**Develop bi-lateral collaboration between UCD and IADT**
	Performance indicator	• Agree academic and research plan up to and including establishment of recognised college • Agreed framework for module sharing
	Baseline	MOU signed
	Interim target, end 2014	• MOA signed • Framework agreement re module sharing • Academic and research plan agreed • Governance arrangements agreed
	Interim target, end 2015	Outcomes dependent on plan
	Final target, end 2016	Outcomes dependent on plan

5.	Institution objective	**Develop trilateral collaboration for provision of creative arts and media education in the Dublin Region**
	Performance indicator	• Members approve governance plan for cluster • Agreed framework for Joint Programme Delivery • Provision of education crossing creative, innovative, design thinking and entrepreneurial development in the Dublin Region
	Baseline	• Collaborative module between UCD Science and NCAD – Tunnelling Art and Science (PHYC30340) • Collaboration between UCD Research and IADT – 'Faces of Research' video development • Agreed relationship between UCD and NCAD, and between UCD and IADT. Initial dialogue on wider alliance to begin in 2013.
	Interim target, end 2014	• Governance model agreed • Programme development framework agreed • Framework agreement re module sharing • Design Challenge competition
	Interim target, end 2015	• Module sharing/access across three institutions • Develop cross-disciplinary cross-institutional student teamwork engagement • Coordinated 'end-of-year' exhibition across institutions in public space (e.g. Dun Laoghaire County Hall/Dublin City Council space).
	Final target, end 2016	• Offer flexible learning entrepreneurial development and training programme/opportunities • Further 2 new joint programmes initiated • Develop industry interaction through sponsored projects. • Establish an annual cross-institutional end-of-year exhibition. • Deliver public lecture series.

5.2 Participation, equal access and lifelong learning

Strategy summary

Please provide a brief summary of University College Dublin's strategy and chosen objectives in relation to participation, equal access and lifelong learning.

This should reference the benchmarks by which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect institutional progress towards stated development objectives.

Participation, equal access and lifelong learning: strategy summary

UCD has a long-established track record in broadening the range of opportunities for students with diverse backgrounds. We continue to build on the commitment of UCD's Strategic Plan to 2014 to develop innovative strategies promoting inclusive approaches that are attractive to learners at all life stages. The modes of study available continue to grow, and now include online and distance learning, part-time and flexible learning, and open learning, offering opportunities for continued engagement and enrichment.

Equality of access incorporates engagement with communities 'distant' from the University, offering alternative admissions and progression pathways, and providing an inclusive learning environment highlighting that difference is not only accommodated, but is actively built-in to and part of policy and practice. Hence, we are systematically addressing accessibility to buildings, facilities, materials, information, technology, programme structure, and teaching and learning and assessment methodologies.

It should also be noted that UCD is the 'lead' institution for the **DRHEA Widening Participation Strand**, a cluster of 12 HEIs collaborating to increase opportunities for participation of under-represented groups and to foster engagement with the wider community.

The key objectives of UCD's Participation, Equal Access and Lifelong Learning strategy will be to embed participation, access and lifelong learning into the culture of the university by ensuring the policies and practices of both academic units and professional support units actively support the agenda of equality of access.

Participation, equal access and lifelong learning:
Institution objectives and performance indicators

1		
	Institution objective	**Increase the number of students present from underrepresented groups through embedding participation, access and lifelong learning into the policies and practices of both academic units and professional support units;**
	Performance indicator	Number of enrolments of target underrepresented groups: • Mature/older learners • Students with disabilities • Socioeconomically disadvantaged • Number of Part-time / flexible learners
	Baseline (2012)	• Underrepresented 1888
	Interim target, end 2014	• Underrepresented 1945
	Interim target, end 2015	• Underrepresented 2000
	Final target, end 2016	• Underrepresented 2050

5.3 Excellent teaching and learning and quality of the student experience (UCD – Priority 1 Area)

Strategy summary

Please provide a brief summary of University College Dublin's strategy and chosen objectives in relation to excellent teaching and learning and quality of the student experience.

This should set out:

1   Vision underpinning the portfolio of undergraduate programmes

2   Approaches being taken to improve overall performance

3   How planned provision is aligned to institutional mission

Further supporting evidence, with regard to the means of verification, should be provided in appendices as necessary.

Please note any external factors or assumptions that might affect progress towards stated objectives.

Excellent teaching and learning and quality of the student experience: strategy summary

In its current and previous University Strategies (2005–2008, 2009–2014), UCD has placed a strong emphasis on developing world-class standards of education – by enhancing teaching standards, creating innovative curricular structures and rewarding excellence in teaching and educational leadership. Academic activities are complemented and the overall learning experience enhanced through the holistic recognition of a student's journey in UCD. Learning occurs throughout the institution and not just in the classroom. On the playing fields, in the debating chambers, and on stage, students learn lifelong skills that complement their classroom learning. In addition, through volunteering opportunities students develop an awareness of the importance of citizenship and diversity, and of their responsibilities in these areas.

As an internationally excellent, research-intensive university UCD remains committed to offering a broad range of programmes including disciplines ranging from the sciences to the humanities to the professions at Levels 7 to 10 of the NFQ. In addition, to support our broader objectives of inclusion and innovation, a small number of Level 6 programmes are and will continue to be accredited within the University.

As the first Irish university to become fully modularised and semesterised, UCD has been effective in achieving the accompanying, necessary paradigm shift from teaching to learning and the clearer articulation of learning outcomes at module and programme level. Fundamental to these changes has been a heightened appreciation of how students learn and the ability to adapt teaching, assessment and curricular approaches to capitalise on these learning capabilities. UCD has also been developing its capability in both institutional data collection / academic data analytics and in scholarly research into the impact and effectiveness of different teaching and learning structures and approaches.

The next step in UCD's development of excellence in teaching and learning will be to embed a learning enhancement focus in all of its activities. At the centre of this enhancement framework will be the delivery of proven excellent student learning experiences and engagements that are robustly informed by cutting-edge research and predominantly

delivered by those who are research-active. The three key objective areas are:

- Developing an institution-wide strategy for First Year transition;

- Creating the UCD Learning Innovation and Academic Development Centre (ILIAD) to inform teaching and learning enhancement activities through targeted academic pedagogical research, recognition of staff excellence and fostering academic leadership in teaching and learning. As well as initiating new practice-based, research directions in the area of higher education, this Centre will also utilise institutional data to analyse and assess different aspects of the learning experience and to drive enhancement initiatives;

- Ensuring that academics are equipped (through training and development) to renew and update their teaching and learning expertise.

Our integrated flexible learning strategy includes an appropriate expansion in the use of technology in education to allow access to our programmes and enhance the learning experience of our students.

Alongside its encouragement and support for student engagement and learning, UCD provides a comprehensive range of physical, medical and financial support that will enable all students, regardless of their needs, to actively engage with UCD and have the opportunity to reach their potential.

Excellent teaching and learning and quality of the student experience:
Institution objectives and performance indicators

1`	Institution objective	**To facilitate and support effective student engagement and transition into Higher Education in the First Year**.
	Performance indicator	Monitoring will include: • Irish Survey of Student Engagement (ISSE)engagement scores • Peer mentor: new student ratio • Proportion of students progressing
	Baseline	• Report of ISSE 2013 • Peer mentor: new student ratio 1:8.3 • Proportion of students progressing – 83.8 for 2012/3
	Interim target, end 2014	• Improvement in ISSE score from previous year • Maintain peer mentor: new student ratio (1:8 – 1:10) • Maintain or improve underlying trend in progression
	Interim target, end 2015	• Improvement in ISSE score from previous year • Maintain peer mentor: new student ratio (1:8 – 1:10) • Maintain or improve underlying trend in progression
	Final target, end 2016	• Improvement in ISSE score from previous year • Maintain peer mentor: new student ratio (1:8 – 1:10) • Maintain or improve underlying trend in progression

ISSE currently in pilot phase and required further analysis

2`

Institution objective	**Establish a UCD Learning Innovation and Academic Development Centre (ILIAD)**	
Performance indicator	**To be established**	
Baseline	• Dispersed research and scholarship of pedagogy across the University. • Fellowships in Teaching and Academic Development	

Interim target, end 2014	• Establish and agree performance indicators such as number of staff
	    • Receiving invitations to chair international conference sessions, or give plenary or keynote lectures in areas of T&L and higher education;
	    • Leading the development of new vehicles for instruction/training at the undergraduate or graduate level incorporating analysis of efficacy;
	    • Involved in membership of editorial committees of significant publications in field of higher education and/or national expert committees in areas of T&L, e.g., in university reviews, government enquiries etc.
	    • In receipt of national honours and prizes
	• Establish the Centre
	• Appoint Director
	• Develop academic and business plan	

Interim target, end 2015	Monitor and report against performance indicators	
Final target, end 2016	Monitor and report against performance indicators	

3

Institution objective	**Improved academic staff development and training to support innovative and effective teaching and learning and pedagogic approaches**	

Performance indicator	• We will expand performance indicators to include measures such as:
	    • Proportion of new staff trained
	    • Proportion of experienced staff extending their skills
	    • Proportion of staff engaged in CPD activities	

Baseline		
Interim target, end 2014	• Establish and agree additional performance indicators	
Interim target, end 2015	• Report on additional performance indicators	
Final target, end 2016	• Report on additional performance indicators	

4	Institution objective	**Committed to ensuring that UCD students actively participate in the sporting and cultural life of the university.**
	Performance indicator	The proportion of students that engage in physical activity, and the proportion of students that actively participate in UCD societies
	Baseline	Physical activity 60% Participation in UCD societies 46%
	Interim target, end 2014	Physical activity 65% Participation in UCD societies 50%
	Interim target, end 2015	Physical activity 70% Participation in UCD societies 55%
	Final target, end 2016	Physical activity 75% Participation in UCD societies 55%

5	Institution objective	**Provide support services to meet the needs of students.**
	Performance indicator	This includes a range of measures including waiting time for counselling, access to medical and support services, requests for student funding etc.
	Baseline	Current levels of service
	Interim target, end 2014	No deterioration in current service levels
	Interim target, end 2015	No deterioration in current service levels
	Final target, end 2016	No deterioration in current service levels

5.4 High quality, internationally competitive research and innovation (UCD – Priority 1 Area)

Strategy summary

Please provide a brief summary of University College Dublin's strategy and chosen objectives in relation to high quality, internationally competitive research and innovation.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in an appendix as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

High quality, internationally competitive research and innovation: strategy summary

Research

The strategy for research and innovation is detailed in the UCD strategy 2009-2014 'Forming Global Minds'. This strategy has been modified to reflect national priorities, specifically the National Research Prioritisation Exercise (NRPE), economic recovery and job creation, the fall in Exchequer funding for research, and changes in the national funding agencies. Specifically, UCD will:

- Continue to develop UCD's international reputation as a leading research-intensive university;

- Attract, retain and support the development of the academic faculty to address global challenges;

- Ensure the sustainability of a diversified funding base;

- Create and enhance the structures and systems to support strategic research priorities.

- Ensure that our educational programmes are firmly based on and informed by the latest research.

UCD's research activity is built around five key research themes. Strategic plans have been developed for each of the areas with a view to enabling UCD to contribute effectively to the national research priority areas and leverage the opportunities offered by Horizon 2020.

- **Agrifood** – UCD is working with the sector to ensure sustainability and global competitiveness.

- **Health** – UCD is reimagining the future of healthcare, one where new therapies, web-enabled technologies and home-deployed devices emerge from the symbiosis of technology and biology.

- **Information Communications and Computing (ICC)** – The recently awarded Insight Centre supporting analytics in geosciences, health and agrifood and based in the new Science Centre emphasises the value UCD places on data analytics. Our aim is to develop technologies that turn data into knowledge for the economic and social benefit of citizens and enterprise.

- **Culture, Economy and Society** – Our research draws upon theoretical, conceptual and methodological expertise in places, spaces, communities, governance, businesses and innovation.

- **Energy and Environment** – At UCD we are working to find solutions to national energy and environmental challenges.

This thematic focus has enabled a number of recent successes. UCD has been awarded three Technology Centres, (funded by Enterprise Ireland) aligned to the Agrifood, Heath and ICC themes. Together with our partners from industry and from three other universities, we were awarded Science Foundation Ireland's Insight Data Analytics Centre.

The targets set out below are underpinned by the following assumptions:

- The Irish funding agencies remain committed to the National Research Prioritisation Exercise (NRPE) areas as articulated in their current plans and that the available funding follows annual funding patterns.

- Irish funding agency budgets are not reduced further so as to impact either the magnitude or timing of awards.

- Funding patterns for the Marie Curie and ERC grants remain per current projections and timings.

- Exchequer funding to support research and scholarship is maintained.

Innovation

UCD is an environment that nurtures innovation and promotes a spirit and culture of entrepreneurship, enabling knowledge and innovation to be made actionable for economic and social benefit. Building on the UCD Strategy to 2014, a key objective is to enhance the value and quality of UCD's innovation activities in order to achieve the maximum impact for the University, its partners, and for social and economic life in Ireland.

UCD is fully committed to its key role in Ireland's innovation and knowledge exchange ecosystem, as an enabler of economic growth, and as a contributor to economic and social development – through innovative and entrepreneurial graduates, the development of industry and government partnerships, the commercialisation of research outputs, the generation of new ventures and the creation of jobs.

Consistent with Government policy as expressed in the *Strategy for Science, Technology and Innovation*, *Innovation Ireland* and the *Action Plan for Jobs*, UCD supports the derivation of economic and social return from State investment in teaching and learning, research and innovation.

The innovation pillar at UCD, led by the Office of the Vice-President for Innovation, supports system-wide innovation activities across the University (including technological, policy, social and cultural innovation) through four innovation themes, which are detailed below.

Inspiring Creative Graduates

Through leading-edge programmes, UCD ensures that our graduates are highly-skilled, innovative and entrepreneurial, and can compete effectively for international employment. Through lifelong learning, continuing professional development and executive education, we ensure that we make an effective contribution to maintaining and enhancing the skills and talents of the population, which are the lifeblood of the economy and society.

Putting Knowledge to Work

At UCD, much of our research focuses on addressing global challenges from topics as diverse as health and ageing to climate change while, at the same time, UCD researchers, students and graduates contribute to economic, social and cultural development more broadly.

Partnering with Industry and Other Organisations

UCD has an international reputation for being at the forefront of innovative research and creative discovery. The University is committed to increasing levels of collaboration and partnership with international industry through collaborative research, onsite co-location in close proximity to UCD's world-class research base, technology licensing to a diverse range of sectors, access to world-class talent and continuing professional development and executive education. We also work with governments and public organisations in policy innovation and transfer as well as engaging with the voluntary sector through social and cultural innovation partnerships.

Growing and Supporting New Business

NovaUCD, the Centre for New Ventures and Entrepreneurs, offers state-of-the-art facilities where new high-tech and knowledge-intensive companies are nurtured and supported to enable them to grow, develop and create jobs.

Key Objectives

To support UCD's innovation mission the following strategic objectives have been developed:

- To foster greater innovation among all UCD staff and to disseminate UCD's research and knowledge effectively, increasing enterprise and community engagement.

- To foster a culture of innovation and entrepreneurship at third and fourth levels.

To attain these objectives UCD will:

- Retain our strengths as a leading university in commercialisation, entrepreneurship and industry partnerships.

- Further develop a culture of innovation and entrepreneurship amongst staff to foster technological, policy, social and cultural innovation and entrepreneurship through new programmes and initiatives. We will specifically target the less recognised areas of innovation (policy, social, cultural) and the less-supported areas of the University in this regard – arts, humanities and social sciences.

- Build on the work that NovaUCD, the Centre for New Ventures and Entrepreneurs, has achieved since 2003 – by expanding programmes and offerings to new companies and entrepreneurs and broadening its outreach in order to increase levels of enterprise and community engagement.

- Develop the UCD spin-out company model so that the infrastructure of companies being launched is more commercially robust, and greater economic and social impacts are provided to the Irish economy.

- Establish a formal University 'Entrepreneurship in Residence Programme' comprised of industry executives and experienced entrepreneurs to advise on UCD's commercialisation activities and to contribute, where appropriate, to teaching and learning initiatives.

- Foster innovative, creative and entrepreneurial skills among students – with the development of programmes and initiatives provided by the TCD-UCD Innovation Academy, UCD Horizons and the Office of the Vice-President for Innovation.

High quality, internationally competitive research and innovation:
Institution objectives and performance indicators

1	Institution objective	**Continue to develop UCD's international reputation as a leading research intensive university**
	Performance indicator	**Publication Impact** (UCD's publication impact currently stands at 1.3. UCD intends to improve this index over the period in selected disciplines. Work is still required to identify these disciplines)
	Baseline	1.3 (35% above world averages)
	Interim target, end 2014	1.4 40% above world averages
	Interim target, end 2015	1.45 45% above world averages
	Final target, end 2016	1.5 50%above world averages
	Performance indicator	**Open Access: number of UCD publications in RIAN.ie**
	Baseline	2300
	Interim target, end 2014	4000-5000
	Interim target, end 2015	5000-7000
	Final target, end 2016	7000-9000
	Performance indicator	**Prestigious research awards: ERC, Marie Curie etc. (cumulative awardees)**
	Baseline	45
	Interim target, end 2014	60
	Interim target, end 2015	70
	Final target, end 2016	80

2	Institution objective	**Faculty of the future – attract, retain and support the development of the academic faculty to address global challenges.**
	Performance indicator	Strategic recruitment of faculty
	Baseline	0
	Interim target, end 2014	2
	Interim target, end 2015	6
	Final target, end 2016	10

3	Institution objective	**Ensure sustainability of a diversified research funding base**
	Performance indicator	**Raising 30% matched funding from non-Exchequer sources**
	Baseline	64%:36%
	Interim target, end 2014	70%:30% (+/- 10%)

	Interim target, end 2015	70%:30% (+/- 10%)
	Final target, end 2016	70%:30% (+/- 10%)

4	Institution objective	**To foster greater innovation amongst UCD staff in order to disseminate effectively UCD's knowledge base while increasing enterprise and community engagement**
	Performance indicator	• Total numbers of UCD staff that participated in innovation programmes • Number of inventions, disclosures and applications • Number of spin-out companies
	Baseline	• Total numbers of UCD staff that participated in innovation: 50 • Number of inventions, disclosures and applications: 70 • Number of spin-out companies: 3
	Interim target, end 2014	• Total numbers of UCD staff that participated in innovation programmes: 55 • Number of inventions, disclosures and applications: 78 • Number of spin-out companies: 3
	Interim target, end 2015	• Total numbers of UCD staff that participated in innovation programmes: 60 • Number of inventions, disclosures and applications: 83 • Number of spin-out companies: 3
	Final target, end 2016	• Total numbers of UCD staff that participated in innovation programmes: 70 • Number of inventions, disclosures and applications: 83 • Number of spin-out companies: 3

5	Institution objective	**To develop innovation and entrepreneurship in students**
	Performance indicator	• Numbers of UCD students participating on innovation modules • Numbers of UCD students that participated in innovation programmes
	Baseline	• Numbers of UCD students participating on innovation modules: 209 • Numbers of UCD students that participated in innovation programmes: 10

Interim target, end 2014	• Numbers of UCD students participating on innovation modules: 225 • Numbers of UCD students that participated in innovation programmes: 15
Interim target, end 2015	• Numbers of UCD students participating on innovation modules:245 • Numbers of UCD students that participated in innovation programmes: 25
Final target, end 2016	• Numbers of UCD students participating on innovation modules: 262 • Numbers of UCD students that participated in innovation programmes: 40

5.5 Enhanced engagement with enterprise and the community and embedded knowledge exchange

Strategy summary

Please provide a brief summary of University College Dublin's strategy and chosen objectives in relation to enhanced engagement with enterprise and the community and embedded knowledge exchange.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

Enhanced engagement with enterprise and the community and embedded knowledge exchange: strategy summary

University College Dublin has an international reputation for being at the forefront of innovative research and creative discovery. The University is committed to increasing levels of collaboration and partnership with international industry through collaborative research, onsite co-location in close proximity to UCD's world-class research base, technology licensing to a diverse range of sectors, access to world-class talent and continuing professional development and executive education. UCD's key objective in this area will be:

- To strengthen UCD's links with industry and other organisations to maximise the impact of UCD's knowledge and expertise to benefit Ireland.

In attaining this objective, UCD will:

- Develop supports and create further engagement opportunities for UCD's community of staff and students to effectively disseminate their research and knowledge to benefit enterprise and the community.

- Develop a UCD partnership model in order to strengthen collaborative relationships with industry and the public sector and non-profit organisations both in Ireland and internationally.

- Establish a number of strategic, long-term partnerships with industry which offer mutual benefits to both parties.

UCD also works with governments and public organisations in policy innovation and engages with the voluntary sector through social and cultural innovation partnerships. The *National Strategy for Higher Education to 2030* endorses the renewal of the civic mission of higher education and asserts that 'engaging with the wider society' is 'one of the core roles of higher education'. UCD brings a combination of knowledge, skills, values and motivation to enhance the civic and cultural life of our nation.

As outlined in the UCD's Strategic Plan 'Forming Global Minds', the University will continue to engage with local, national and global communities through student-led initiatives, academic staff research partnerships, as well as a suite of outreach activities. The ambition of these activities is to share knowledge and resources with the community and civic society, and to enhance the learning experience of our students

However, in the current funding climate, expansion of our current activities over the period of this plan is not envisaged.

Enhanced engagement with enterprise and the community and embedded knowledge exchange:
Institution objectives and performance indicators

1.	Institution objective	**To strengthen UCD's links with industry and other organisations to maximise the impact of UCD's knowledge and expertise to benefit Ireland in the wider world.**
	Performance indicator	• Number of UCD research partnerships with industry of greater value than €25K • Total number of licence agreements • Numbers of enterprise and community engagement events held
	Baseline	• Number of UCD research partnerships with industry of greater value than €25K: 40 • Total number of licence agreements: 12 • Numbers of enterprise and community engagement events held: 10
	Interim target, end 2014	• Number of UCD research partnerships with industry of greater value than €25K: 45 • Total number of licence agreements: 12 • Numbers of enterprise and community engagement events held: 15
	Interim target, end 2015	• Number of UCD research partnerships with industry of greater value than €25K: 50 • Total number of licence agreements: 15 • Numbers of enterprise and community engagement events held: 20
	Final target, end 2016	• Number of UCD research partnerships with industry of greater value than €25K: 55 • Total number of licence agreements: 15 • Numbers of enterprise and community engagement events held: 25

5.6 Enhanced internationalisation

Strategy summary

Please provide a brief summary of University College Dublin's strategy and chosen objectives in relation to enhanced internationalisation.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

Enhanced internationalisation: strategy summary

Internationalisation has been highlighted as one of UCD's key institutional priorities in our Strategic Plan to 2014 'Forming Global Minds'. The University currently hosts over 5,000 international students on its Dublin campus and plans to increase this number within the next 5 years. In addition, UCD delivers its degree programmes to over 4,000 students at overseas locations through local partnerships. The University is now planning to focus its overseas efforts on a limited number of locations that offer the opportunity to build mutually beneficial partnerships of scale with a particular emphasis of business, science, engineering, health and public administration.

In recent times UCD has developed a number of exciting relationships with overseas partners upon which it intends to build. These are described below.

China

Beijing-Dublin International campus: In December 2011, UCD and Beijing University of Technology (BJUT) signed a landmark agreement to establish the Beijing-Dublin International campus which has recently been approved by the Chinese Government. Phase 1 of this development has already started. The Beijing-Dublin International campus, located in a physically distinct and co-branded facility within the BJUT campus will offer Irish students increased access to experience in China and advance educational and research links between the two institutions.

UCD Yantai: UCD, partnering with the Chinese Agricultural University in Beijing is currently in detailed negotiations with the Municipal Government of Yantai to develop a UCD-branded university of international standard in the city of Yantai.

UCD Shenzhen: UCD has signed an agreement with Shenzhen University (SZU) to jointly establish the Dublin-Shenzhen Institute of Health Science and Innovation. This collaboration between UCD and SZU integrates education, research and innovation programmes in health sciences, bioengineering and health-related technologies, healthcare management and informatics.

The elements of the Institute include a Health Sciences Curriculum Development Unit; a Biomedical Engineering Research and Technology Centre and a Centre for Healthcare Leadership and Innovation.

Malaysia

Medical Developments: RCSI and UCD have for many years run the Penang Medical College in Malaysia through the medical schools of RCSI and UCD. Currently there are 130 students who spend the first 2.5 years of their medical training in Dublin and return to Penang at the

clinical stage to complete their undergraduate education for a further 2.5 years. The new agreement involves establishing a medical college branch campus in Terengganu, on the east coast of Malaysia. Building up to 150 students per annum, the Terengganu State Government has initially allocated 50 places to students selected by academic merit and interview. The direct fee value of this new agreement to UCD and RCSI will be €11.6 million per annum and represents considerable income generation for Ireland.

Harnessing the Universitas 21 Network

Universitas 21 is the leading global network of research-intensive universities, working together to foster global citizenship and institutional innovation through research-inspired teaching and learning, student mobility, connecting our students and staff, and wider advocacy for internationalisation.

The network's purpose is to facilitate collaboration and cooperation between the member universities and to create opportunities for them on a scale that none of them would be able to achieve operating independently or through traditional bilateral alliances.

All Universitas 21 member institutions are research-led, comprehensive universities providing a strong quality assurance framework to the network's activities. UCD will work with our Universitas 21 colleagues to develop opportunities to bring together global communities of learners through both traditional approaches such as summer schools etc. and also by harnessing technological developments such as virtual global classrooms.

Key objectives

UCD's key internationalisation objectives over the next 3 years will be to:

- Significantly increase the number of international students at UCD, which currently stands at 5,000;

- Develop one further partnership of significant scale;

- Expand the opportunities for UCD students to study abroad.

Specific actions will include:

- The development of a range of sustainable and long-term international institutional relationships which provide significantly expanded opportunities for students mobility and exchange;

- Increasing and further diversifying the cohort of international students at UCD by focusing on attracting students to specific programmes, with an emphasis on significantly increasing the number of international students at Masters level.

Enhanced internationalisation:
Institution objectives and performance indicators

1.	Institution objective	**Increase the number of international students undertaking programmes of study at UCD**
	Performance indicator	Number of international students at UCD
	Baseline	5,000
	Interim target, end 2014	5,300
	Interim target, end 2015	5,700
	Final target, end 2016	6,000
2.	Institution objective	**Expand opportunities for UCD students to spend 1 or more semesters away from their home campus**
	Performance indicator	Numbers of UCD students to spend 1 or more semesters away from their home campus
	Baseline	553
	Interim target, end 2014	565
	Interim target, end 2015	580
	Final target, end 2016	600

5.7 Institutional consolidation

Strategy summary

Please provide a brief summary of University College Dublin's strategy and chosen objectives in relation to institutional consolidation.

This should reference the benchmarks against which the objectives have been set. Further supporting evidence, with regard to the means of verification, should be provided in the appendices as necessary.

Please note any external factors or assumptions that might affect progress towards the stated objectives.

Institutional consolidation: strategy summary

UCD has already established strategic partnerships with the National College of Art and Design, the Institute of Bankers and the Institute of Public Administration through formal recognition of these institutions as recognised colleges of UCD. This is not simply a mechanism for accrediting programmes it establishes a relationship of mutual benefit that will encourage the development of shared programmes and the use of shared resources, and it will also enhance and deepen the student experience within the partner institutions.

In addition to these formally recognised colleges, UCD has developed a number of very significant strategic collaborations to address national priority areas for economic development with state bodies such as Teagasc and the IDA. UCD has begun discussions on the potential synergies and benefits of a relationship with IADT, particularly in the context of the existing and growing relationship with NCAD.

National College of Art and Design

In 2010, NCAD became a recognised college of UCD, driven by a desire to 'remove barriers and transcend boundaries' in expanding the intellectual community of each institution and to harness the complementarities and diversities that bring the visual arts and a wide range of academic disciplines into closer proximity

This alliance is about mutual support in institutional development, student mobility, joint research and scholarship, IT and library collaboration, joint programmes at all levels, joint internationalisation and student recruitment initiatives and, vitally (in terms of social capital), joint outreach and creative approaches to engaging the local community in higher education as well as joint engagement with cultural institutions. UCD and NCAD are currently engaged in discussions with a view to deepening the relationship between the two institutions.

A deepening of the relationship between UCD and NCAD would enhance the educational, research and outreach capacities of both institutions – creating important educational opportunities in the creative arts, design and visual culture, invigorating the contribution of these sectors to social and economic recovery, and including the capacity to engage with a new cohort of industry partners. Within this structure it may be possible to establish a national flagship for design and visual culture with the capacity to incorporate IADT, thus creating new opportunities for further expansion of activities at national/international levels, particularly in the areas of film, photography and digital media.

The Institute of Public Administration

The Institute of Public Administration (IPA) became a recognised college of UCD in autumn 2011. The IPA has been providing education and training to the Irish public sector for over 50 years, and since its establishment in 1957 has also been delivering programmes

internationally, mainly to support capacity building in government in Africa, the Middle East, and Central and Eastern Europe. UCD and the IPA now jointly deliver the Doctorate in Government programme, and the IPA is also a partner in the masters in Public Policy launched by UCD from September 2012.

The Institute of Bankers

The Institute of Bankers (IoB) has a long-standing collaborative relationship with the UCD School of Business extending back over 15 years. In 2006, the Institute of Bankers and University College Dublin entered into a long-term strategic alliance to enhance and develop education and research in banking and financial services.

A comprehensive portfolio of part-time programmes in financial services is offered, ranging from professional certificate to masters. This has contributed substantially to the development of financial expertise in Ireland, particularly in the context of the IFSC. Faculty of the UCD School of Business support the IoB in teaching and research.

Institutional consolidation:
Institution objectives and performance indicators

1.	Institution objective	**Deepen relationship with NCAD**
	Performance indicator	tba
	Baseline	tba
	Interim target, end 2014	Governance and academic structures agreed
	Interim target, end 2015	Academic programmes agreed. Any financial, HR or capital issues identified and solutions agreed with HEA and other relevant State bodies
	Final target, end 2016	To be discussed with HEA

Note: the anticipated rate of progress in this area is dependent on the resolution of issues already brought to the attention of the HEA by UCD and NCAD.

6. Annual Compliance Statement

As the strategic dialogue process develops, the HEA will take into account ongoing compliance with important foundational requirements such as:

■ Statutory quality assurance processes

■ Providing an annual statement required under their Code of Governance and with all other requirements of that Code

■ Providing details of satisfactory financial outturn, budget and financial plan

■ Employment control framework

■ Data returns to the HEA.

Where significant or urgent compliance issues arise (such as unacceptable financial deficit, weakness in financial plans or major omissions or delays in returns, they will be discussed as part of the strategic dialogue).

7. Performance Funding

Having regard to the performance of University College Dublin in the strategic dialogue process leading to this compact, performance funding of

€ 670,000

has been allocated to the university.

8. Agreement

To be completed following the conclusion of the strategic dialogue process.

Having regard to the agreed minute of the strategic dialogue meeting attached, the HEA and University College Dublin agree that the mission, planned profile and targets, as set out in the foregoing sections of this Compact, are consistent with the objectives set for the higher education system and are appropriate to the university.

Signed: _____

Chief Executive, Higher Education Authority

Date:

Signed: _____

Chief Officer, University College Dublin

Date:

Appendices

We (University College Dublin) include the following appendices with our performance compact.

List the appendices here:

☐	Appendix 1: UCD Strategic Plan to 2014 'Forming Global Minds'
☐	Appendix 2: UCD Institutional Response to Higher Education Landscape Document 2012

Appendix 1: UCD Strategic Plan to 2014 'Forming Global Minds'

Appendix 2: UCD Institutional Response to Higher Education Landscape Document 2012