



DCU Strategic Plan 2017 - 2022 Talent, Discovery and Transformation

Constituent Strategy Engagement



Introduction

Engagement has always been a fundamental element of the unique ethos of Dublin City University, which continues to be the antithesis of an ivory tower university. Today, as the role of the university in the modern world is being redefined and its importance in meeting the unparalleled challenges of the age increases, this necessitates a renewed public legitimacy. A former Vice Chancellor of Utrecht University, Professor van der Zwaan, observes in 'Higher Education in 2040', about the university of the future, that its right to exist will be derived "...from being active in the world and by producing knowledge for the world." Engagement therefore, is ever increasingly to the fore in the modern university's mission, to confront new challenges but also grasp new opportunities, both locally and globally, posed in an era where disruption and dislocation, at so many different levels of society, continues as the norm.

A compelling, cohesive Engagement Strategy is therefore, ever more important in helping to demonstrate the 'mission-centric', public relevance of today's university. Helping to better represent the public value of the university and elucidating its relevance to its local, regional, national and international contextual settings.

Engagement as the third pillar of Higher Education is becoming progressively integrated with the other two pillars of teaching and learning, and research and innovation. This is a welcome trajectory and something we will harness in the period of this Strategic Plan

through, enhanced service learning, community based research, broadening access pathways and the creation of a Centre of Excellence for Community Based Research and Service Learning plus an Adult Learning Centre. We aim to carry this out in closer partnership with other key stakeholders and at a deeper level of engagement with local community groups and local authorities.

It is becoming increasingly apparent that engagement can no longer be perceived as simply the third and final pillar of higher education, but should now be viewed as paramount in ensuring the contemporaneous credibility and the long term viability and sustainability of a modern university.

At DCU, we firmly believe that engagement can be one of the defining features of a leading higher education institution today, when it is properly embedded into the university vision and mission. It is our intention to utilise the Quadruple Helix approach, together with a segmentation of the geo-political contexts in which the university operates to achieve this through the creation of a '4x4 engagement matrix', outlined in Figure 1, which will be central to the governance, decision making and communications of this strategy.

'4 x 4' Engagement Matrix

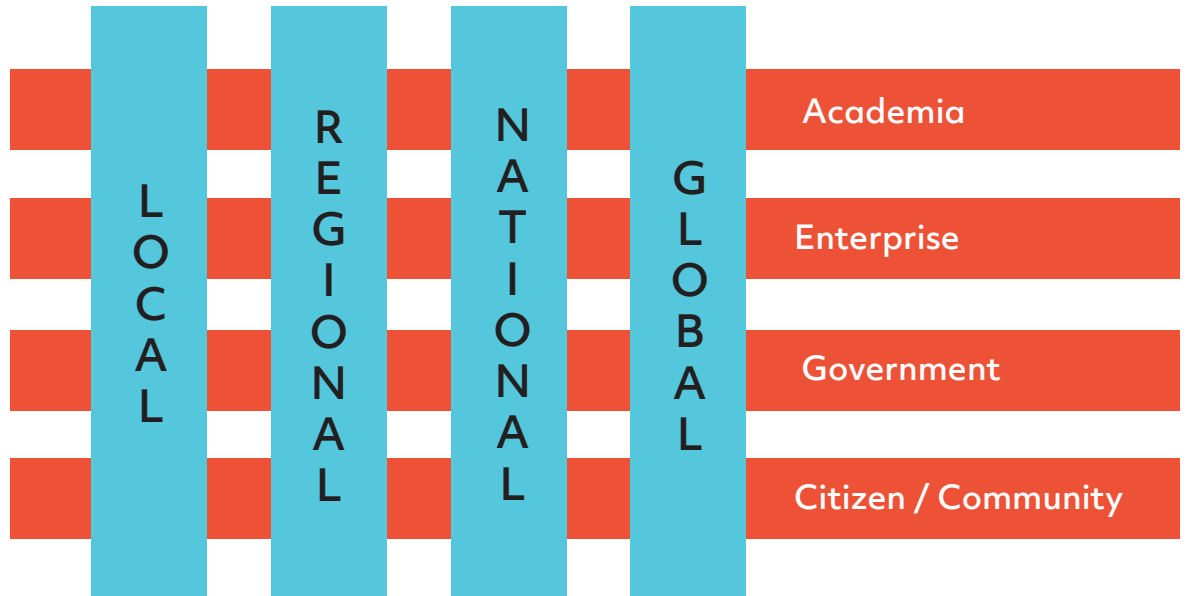


Figure 2: The '4x4' Engagement Matrix

We will, establish a University Engagement Committee (UEC), chaired by the Vice President – External Affairs, to assist in the implementation of the Quadruple Helix approach and the use of the 4x4 Engagement Matrix.

This will be linked with other operating Engagement fora to ensure proper alignment with our strategic intent and to stimulate and support further staff engagement. The UEC will be tasked with strategically prioritising and co-ordinating activities undertaken by the University across the 4x4 Engagement Matrix, and ensuring the richness of the engagements undertaken across the institution are properly showcased to the wider world. To this end, an online story-board will be developed, depicting case-studies, videos and images aligned with the 4x4 Engagement Matrix drawing from and supporting a central repository of engagement activities, which will also be developed.

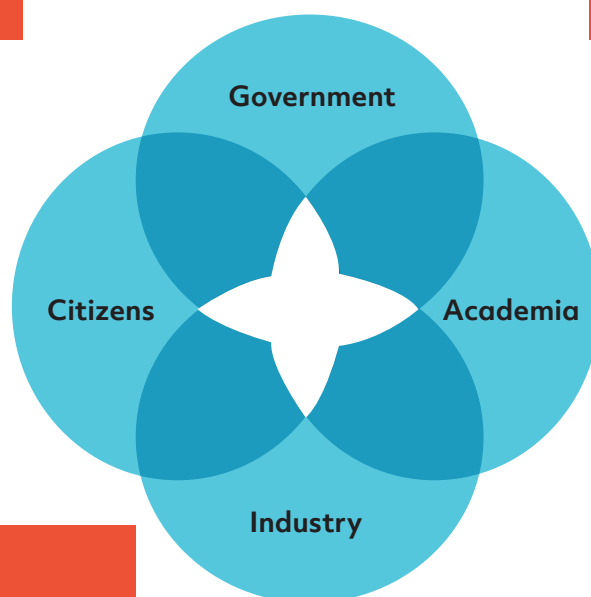
This strategic ambition together with a collaborative mind-set and a wholehearted commitment to partnerships is critical to success in delivering this mission. During the lifetime of this Strategic Plan we will continue to maintain Dublin City University's leadership as an agent of active citizenship, committed to a better life for all. As Ireland's university of 'enterprise and transformation', and one of the fastest growing in the sector, we are convinced that how we go about our business is as critically important as what we set out to do and to achieve.

DCU's Engagement Strategy is founded on linking the University to the outside world through bridges which consist of people and programmes. The main facets of which are focused around four key elements, namely, Engaged Students and Staff; Engaging Communities and Partners; Regional and Global Engagement, and Engaged Research and Innovation, as depicted in Figure 2.

Civil Society

- Need Definitions
- Collaborative Platforms
- User or Advocacy Groups
- Structural Perspectives

The Quadruple Helix (QH) Model



Government

- Financing
- Policy Formulation
- Innovation Support
- Advisory Services

Industry

- Problem Statement
- Entrepreneurial Venturing
- Product and Service Development
- Scalability Perspective
- Sustainability Perspective

Academia

- Research and Development Centres
- Education
- Incubators
- Spin-Outs

Engaged Students and Staff: a university community engaged with its locale, society at large and the world of enterprise is better equipped to deal with the challenges of working and living in a complex, inter-dependent world and takes pride in its graduates who are both 'world ready and work ready'.

Engaging Communities and Partners: an engaged university is compelled by a social conscience to interact with its immediate and wider communities, and recognise a sustainability imperative exists to seek out partners that ensure our teaching and learning and research remain relevant and transformational.

Regional and Global Engagement: we continually aim to contextually utilise our discoveries and our knowledge. In Ireland, for example, we will support enhanced North-South co-operation, along the Eastern Corridor, not alone for economic but also for reconciliation and cultural imperatives. Similarly, the global challenges of our time, climate change, conflict, ageing demographics, political populism, food and water security etc. will all require outreach and engagement beyond our first world setting.

Engaged Research and Innovation: we aim to enhance engagement opportunities for DCU research within the needs of communities, enterprise and society at large, to help drive the search for answers to both local and the grand societal challenges of these times. In doing so, we aim to actively explore the potential of both service based learning and community based research in co-operation with our various stakeholders.

These four facets or strands of this engagement strategy are not discreet but overlapping aspects which are closely inter-linked, forming an integrated complex whole. This strategy in turn, dovetails with the Teaching and Learning; Research and Innovation; Internationalisation and Student Experience strategies. Together they represent a comprehensive set of mission driven interventions to support, deepen and further embed engagement within Dublin City University during the lifetime of this Strategic Plan.

Constituent Strategy Goals

DCU Strategic Goal	Action	Success Measured by:
Develop a 4x4 Engagement Strategy with our four primary communities	Develop a 4X4 matrix of engagement	Oversight forum established and tracking actions against the 4x4 matrix
	Establish Engagement Oversight Forum	Online showcase active
	Develop an online showcase that demonstrates our engagement activities across the 4x4 matrix	
Foster and Recognise Student Engagement	Appoint a student volunteering champion	Appointment made
	Implement an online platform for volunteering and increase student participation to 33%	Implement platform of record on www.studentvolunteer.ie
	Introduce a DCU engagement Award, rewarding exceptional engagement in University life and volunteering	Award awarded
	Develop an online portal for alumni engagement	Platform active
	Double the range of modules available to older learners via our Age Friendly University Network and establish a forum for students to interact with NGOs and advocate on behalf of older people	# modules available # students engaging in advocacy
Build our Engagement with Local Communities	Develop an Adult Education Centre business case and plan	Business Case approved
	Develop viable pathways between HE and community based organisation through the Programme for Access Higher Education (PATH III)	# students utilising PATH III
	Establish key partners for and funding to establish an Education Festival every two years	Education festival launched
	Establish an official Arts Liaison Protocol with local authorities and community groups in creation of a cultural programme as part of a North Dublin Cultural Quarter	Protocol established, documented engagement with local authorities
	Promote 'Fáilte ar Linne' to local community as part of our Irish Language Strategy	
Champion social, cultural and economic growth in our region	Undertake a mapping exercise to identify the enterprises engaged in social innovation along the M1/Eastern corridor	Mapping complete and key actions identified
	In conjunction with interested partners establish a North-South Social Innovation Corridor	Sustainable funding identified

DCU Strategic Goal	Action	Success Measured by:
Engage with Global Issues and Global Partners	Convene a global conference of the Age-friendly University Network with keynote addresses from established global age-friendly leaders	Conference held
	Ensure every student has the opportunity to engage meaningfully with the challenges of the UN Sustainable Development Goals	Sustainable funding identified
	Develop our suite of 'University of Sanctuary' scholarships and supports in line with global and national needs	# volunteering on UN SDG activities
	Establish an annual lecture/workshop focused on one of the key global challenges	# scholarships, # programme completions and programme satisfaction survey
	Establish an International Day and introduce an Internationalisation Award for students, academic and administrative staff	Keynote identified and lecture delivered
		International day completed
Develop an Enterprise Engagement Plan	Utilise RIS research database to record external Civic Engagement activities	Awards awarded
	Create a faculty led, research connected, Centre of Excellence for Community Based Research	Database utilise
	Submit an application, in conjunction with our international partners, under the Digital Transformation in Health and Care call for funding	Plan for set-up of CoE
	Develop a viable business case for the establishment of a second innovation campus, DCU Beta, in collaboration with interested stakeholders	CoE operational

Submission made to EU

Business case established and DCU Beta planning commenced

Notes





[dcu.ie](https://www.dcu.ie)