DCU

Ollscoil Chathair
Bhaile Átha Cliath
Dublin City University

DCU Strategic Plan
2017 - 2022

TALENT, DISCOVERY AND TRANSFORMATION

**Year 2 Implementation
Report and Prioritised Plans
for Year 3**

December 2019

Introduction

The DCU Strategic Plan 2017-2022 ('Talent, Discovery and Transformation') was launched on 20 September 2017, with Year 1 implementation period initiated on 1 October 2017. This report examines the progress made during the second year of implementation (Oct 1, 2018 – Sept 30, 2019), and highlights the significant achievements by the DCU community in delivering on the goals and priority actions of the Plan. The breadth of activity and progress to date is reflective of the commitment and ambition of the DCU community in progressing the goals set for ourselves in this plan.
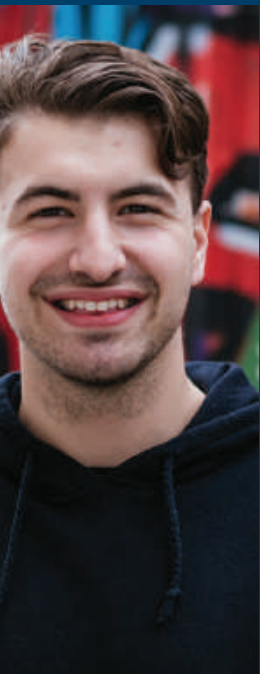
Development of Constituent Strategies

In addition to the overarching Plan, 'Talent, Discovery and Transformation', and in alignment with it, five more detailed strategies (the so-called Constituent Strategies) have been developed. These provide greater elaboration of the University's plans in key thematic areas:

— Teaching and Learning

— Research and Innovation

— Internationalisation

— Engagement

— Student Experience

The five Constituent Strategies are available at:
dcu.ie/president/constituent-strategies.shtml

Rolling planning approach

A rolling approach to planning provides us with an opportunity to be flexible and responsive to the dynamic national and global environment. At the end of each year of the plan, the University conducts a review and critical evaluation of the delivery and ongoing relevance of all the Specific Actions underpinning our nine Strategic Goals. Any proposed, substantive modifications to the plan must be approved by DCU Governing Authority as part of an annual update to the Authority on progress over the previous 12 months.

In October 2019, the University Senior Management Group, in considering progress to date of the current strategy, and having regard for emerging challenges and opportunities, considered the renewal of the strategic goals and associated specific actions. The outcomes of this discussion and review were presented to the Governing Authority for consideration. At its meeting on December 6, 2019, DCU Governing Authority approved the content contained in this report.

Structure of this Report

This report provides a summary of progress on the DCU strategy under each of the nine Strategic Goals of 'Talent, Discovery and Transformation', examining, in particular, progress against identified priorities for implementation in 2018/19. In addition, for each strategic goal, the report outlines the high level priorities for implementation in 2019/20.

Strategic Goal 1:
Provide a Transformative Student Experience

Summary of Priority Action for Year 2 Implementation

— Learning design processes and curriculum renewal and programme offering review in all faculties

— FutureLearn modules and postgraduate programmes in development by faculties Integration of FutureLearn resources into the undergraduate curriculum as appropriate

— Launch of DCU Teaching Fellows Programme in 2019

— Completion of validation process for postgraduate programme to support the Professional Development Framework for Teaching and Learning at DCU

— Refinement of Discover DCU pilot, based on feedback from 2018 participants, with initiatives in place to increase participation in 2019

— Development of proposals on measurement and assurance of teaching effectiveness

— Completion of tender process for Student Information System (SIS)

— Launch of DCU Student Engagement Awards

— Launch of DCU Healthy Charter and development of a range of supporting initiatives to be delivered in 2018/19

— DCU Employability Framework to be approved by Education Committee - a University-level Employability Statement and Faculty-level Employability Statements in place by end of 2018/2019

— Review of processes supporting work placements of students (INTRA)

— Appointment of Widening Participation Coordinator to support roll-out of Widening Participation Strategy: network of Community Connectors in place (PATH 3); strategy to link with community-based outreach established. Further engagement with FE sector – enhanced articulation to HE

Key Areas of Activity and Progress in Year 2

— Curriculum renewal processes active in all five faculties

— Delivery of two Master's programmes funded through Technology Ireland ICT and Software Skillnet in the areas of Artificial Intelligence (AI), Internet of Things (IoT) and Blockchain delivered using the FutureLearn platform

— Advance HE Teaching Fellowship Programme launched in 2018/19. Currently 18 participants on the programme

— Completion of validation of Graduate Certificate in Learning Transformations for Higher Education

- Discover DCU was reviewed and revised during 2018/19 based primarily on participant feedback. Participation continues to strengthen with 1074 students engaging with the platform in 2019 and completion of just under 4,900 courses recorded

- Inclusion of critical review of student-based feedback surveys as an element of measuring teaching effectiveness considered and reviewed as part of Cinnte Institutional Review

- Completion of extensive competitive dialogue process to assess potential vendors for a new Student Information System (SIS)

- Engagement with external expertise to assess and define the business case for SIS implementation

- Establishment of internal project management team for SIS project and resourcing of workstreams to initiative preparatory activities ahead of implementation

- Completion of negotiations with preferred SIS vendor

- DCU Engagement Awards launched in October 2018

- DCU Healthy Charter signed by both President and Student Union in December 2018

- REACT Excellence Accreditation awarded to DCU in August 2019

- Student Alcohol Policy revised and published

- Workshops in 'Health & Wellbeing' offered to students throughout year

- Development of a smoke-free campus initiative and pilot implementation

- Draft DCU Employability framework developed for approval by Education Committee in December 2019

- Planning for implementation of new INTRA systems infrastructure to support management of student placement as part of SIS programme

- Widening Participation Coordinator in place and baseline report on all University activities that support widening participation is near completion

- Community Connectors (PATH 3 funding) in place and have commenced activities with local communities

- Discussions with Dublin FE providers (CDETB and DDLETB) on simplifying articulation to HE (Dublin HE providers: DCU, IADT, NCAD, TCD, TU Dublin, UCD)

Other Major Achievements not Specified in Strategic Prioritisation

— Success in HEA Transformation Fund for Global Online Learning Accelerator (GOLA) project aligned to FutureLearn Developments

— Completion of an externally led review of widening participation and Access provision at DCU

— Successful application to the Strategic Alignment of Teaching and Learning Enhancement Funding in Higher Education Fund 2019 for 10 projects to enhance teaching and learning at DCU

Priority Areas of Activity, 2019/20

— Completion of curriculum renewal process in all five faculties. This action becomes a **major priority** in light of the recently announced Human Capital Initiative (HCI)

— Expansion of the Teaching Fellowship Programme

— Launch of the Graduate Certificate in Learning Transformations for Higher Education, and enrolment of initial participants

— Complete consultation and development of an instrument for module-level feedback on teaching in line with the recommendations from DCU Institutional Review process

— Finalisation of DCU Employability Statements at disciplinary level across 70% of DCU programmes

— Development of co-curricular learning resources in two of the following areas: 1) design, 2) ethics, 3) sustainability, 4) creativity to enhance work-based learning

— Develop and implement a Widening Participation Strategy with a focus on the revised Further Education routes to support the roll-out of the College Connect Programme

— Completion of MOU with CDETB and DDLETB and revision of Further Education articulation routes to DCU

— Establish a SIS University-wide change networks to assist with the completion of Phase 1

— Finalise and implement the Mental Health Promotion and Smoke Free Campus Action Plan(s)

Strategic Goal 2:
Advance our Reputation for World-Class Research

Summary of Priority Action for Year 2 Implementation

— Finalisation of Research Prioritisation Framework, including a process for Faculty-level prioritisation planning, and initiation of an external evaluation of current research performance aligned to priority areas

— Development of a per-Faculty Human Capital Plan on a per-Faculty based on agreed Priority Research Areas

— Design and implement an annual report tracking recruitment and retention against Research Priority Areas

— Initiate a process of quarterly reporting of research performance to SMG

— Roll-out of discipline-specific metrics awareness citation strategies

— Further development of strategic partnership through exploration of joint funding proposals with three key partnership areas:
  — Joint research proposals with DCU and ASU
  — Further collaborations between DCU and Ulster University
  — Leveraging research collaboration opportunities through YERUN, ECIU and WTUN travel grant schemes

— Roll-out of research communications plan, jointly-led by the OVPR and Director of Communications

— Appointment of Faculty-aligned Research Development Officers

— Launch of Pilot Research Impact initiative including disbursement of research support funding for Scopus outputs to Faculties and Schools

Key Areas of Activity and Progress in Year 2

— Research Prioritisation Framework finalised

— All Faculties submitted completed Research Prioritisation document

— External review received for all Faculties and passed to Faculties for consideration

— Process with faculty-level Priority Research Areas underway, with developed plans shared within Human Resources

— Annual tracking reporting for recruitment and retention to be finalised upon completion of all Faculty Human Capital Plans

— Research and Innovation Strategy KPIs have been agreed and the ongoing analysis of quarterly research performance by Senior Management Group is in place

— 13 Research Impact Initiative meetings have been held throughout the University with the focus on the development of citation action plans and identification of benchmark peers underway

— Successful application made to the US-Ireland Research & Development Partnership, Centre-to-Centre award. The project links DCU, ASU & UU (Ulster University) in the area of advanced manufacturing

— Activity plan developed in collaboration with UU to support new research activities between DCU & UU researchers

— On-going engagement with European networks (YERUN & ECIU), resulting in the successful European Universities application

— Development of communications plan with Director of Communications has commenced

— Appointment of Faculty-aligned Research Development Officers completed

— Citation Impact Scheme has been fully rolled out. A review of the scheme is currently being undertaken

— Inaugural Research Impact Award have been launched, with two winners announced

Other Major Achievements not Specified in Strategic Prioritisation

— DCU named as one of two Irish Universities selected to participate in the European Universities Initiative

— INSIGHT Centre for Data Analytics secured significant funding for Phase II of its lifecycle, including funding to DCU of €11.7M

— Appointment of a Director of Biodesign Europe to coordinate major research initiatives with the ASU Biodesign Institute

— Launch of an 'International Professors' scheme whereby world-class researchers are being recruited to DCU on fractional appointments

— Completion of Research Ethics Review and the appointment of a Chair person to implement recommendations

Priority Areas of Activity, 2019/20

— Completion and publication of Research Priority Documentation under the Research Prioritisation Framework

— Progress consultation with HR to implement the Human Capital Plan in close alignment with our research priorities

— Implementation of discipline-specific Citation Impact Plan across all five faculties

— Deepening of the ASU partnership with a focus on strategic priority areas e.g. Biodesign, Advanced Manufacturing & Health Research

— Strengthen the Ulster University partnership through consolidation and focus on priority areas

— Increase the level of engagement with EU networks to enhance awareness within DCU of, and participation in, policy development initiatives, e.g. Horizon Europe

— Finalisation of the appointment process for the International Professorial Appointment Scheme

— Continuation of efforts to secure non-exchequer funding to support additional Rising Talent Fellowships

— Roll-out of Research Communication Plan to enhance the promotion of research activities to internal and external stakeholders

Strategic Goal 3:
Sustain our Ambitions through Income Generation

Summary of Priority Action for Year 2 Implementation

— Completion and initial roll-out of a cross-institutional Income Generation Plan to support non-exchequer revenue generation

— Finalisation of an incentivisation model, to encourage and support Faculty/ Unit level new income generation

— Establishment of the DCU Business Development Unit

— Undertake a review to establish the optimum mix of students taking into consideration the DCU strategic objectives and the potential financial return

— Develop a new data modelling process to facilitate the modelling, reporting and forecasting of costs and income of the DCU group to support decision-making

Key Areas of Activity and Progress in Year 2

— Data gathered from Faculties, units, and the commercial group of companies in relation to their income generation plans

— Income Generation Incentivisation Model developed and implemented

— Review of requirement for separate Business Generation Unit underway

— Current business development initiatives and activities are currently being co-ordinated through the Finance Officeresearch performance by Senior Management Group is in place

— Institution-wide working group established to consider future student number model, with Finance input in considering financial viability of future student projections

— Highest number of CAO offers made to undergraduate students, to commence studies in 2019/20; development of new programmes under SpringBoard and Skillsnet programmes

— Phase 1 of the Prevero project Financial Reporting to facilitate financial modelling and planning was significantly advanced, for full implementation in 2019/20

Other Major Achievements not Specified in Strategic Prioritisation

— DCU Educational Trust Campaign for DCU reaches €75million milestone

— Restructuring of the DCU Commercial Group to reflect the significant growth in a number of the companies, and the completion of a summer business review

— Corporate Procurement Planning implemented and the DCU Corporate Procurement Plan agreed with the Office of Government Procurement

— A number of systems developments to improve effectiveness of financial operations, include a significant upgrade of the Core Expenses System, the implementation of PAYE Modernisation, implementation of Phase 2 of the Research Grant Management System (TORA)

Priority Areas of Activity, 2019/20

— Complete the development of an Income Generation Plan to enable the identification of sustainable non-exchequer revenue streams

— Develop a revised Business Development Support Model to ascertain the appropriate level of support required from both within the University and across DCU's Commercial Companies

— Implement the Student Growth and Profile Model facilitating the development of income and costing projections for future planning

— Finalise phase I and II of the Prevero Project through financial reporting and planning

Strategic Goal 4:
Ensure a Coherent, Connected University

Summary of Priority Action for Year 2 Implementation

— Establishment of a Campus Master-planning advisory group, and tendering for architects to be issued in October 2018

— Development of a comprehensive student growth model to inform future campus development planning

— Finalise design for Future-Tech building and move to planning

— Completion of final phase of WiFi implementation on St Patrick's campus

— Procurement and implementation an IT Service Management solution to more effectively support the efficient delivery and management of IT services across the DCU campuses

— Refurbishment of a further six classrooms before commencement of Semester 2, 2018/19

— Establishment of a working group to agree a plan for St. Patrick's Java cafe space refurbishment

— Submission of planning application to convert Woodlock Hall on the All Hallows Campus into an 80-seat Reading Room

— Strategic Information and Operational Excellence unit fully embedded in university and 2 projects under each heading in train/completed

Key Areas of Activity and Progress in Year 2

— The Integrated Design Team for the Future Tech building has been appointed

— Planning application for 1243 new beds on the Glasnevin campus was submitted to An Bord Pleanala on 6th September. Master-planning architects were appointed in September 2019

— Work has commenced on a Student Growth and Profile Model

— Plans for Future-Tech building complete; submission for planning due in early 2020

— WiFi installation across all campuses have been completed

— Contract for the installation of new Unified Communications infrastructure has been signed and roll-out will commence in October 2019

— Further refurbishment works on classrooms (Henry Grattan, Purcell House) have been completed

— Java Cafe space on the St. Patrick's Campus has been fully refurbished

— Woodlock Hall redevelopment was granted planning permission by Dublin City Council and work commenced on the project, following tender process, in August. Project will be completed in April 2020

— Lean Process Improvement Methodology was developed and rolled out for the University as a key tool for achieving Operational Excellence

— Operational Excellence pilot to improve the process for handling International PG applications. This was fully implemented and is currently undergoing a one-year review

— Strategic Intelligence (analytics) pilot to measure and understand the 1st year student experience

Other Major Achievements not Specified in Strategic Prioritisation

— A major transformation of the central mall on the Glasnevin Campus is now complete providing new sustainable locations for social activities, enhanced circulation and access to buildings for the full DCU community

— Opening of two retail units on the DCU St. Patrick's Campus

— Redevelopment of a new Alumni Relations Hub on the Glasnevin Campus

Priority Areas of Activity, 2019/20

— Submission of planning application for Future Tech Building in Q1 2020

— Completion of revised University Masterplan

— University-wide installation of the new Unified Communications System by Q3 2020

— Review and enhancement of the implementation process for International postgraduate application status to ensure effective planning for 2020

— Completion of refurbishment of Woodlock Halls on All Hallows Campus

— Advance the installation of a new 3G all-weather floodlit pitch on St Patricks' Campus for completion in Q2 2020

— Submission of Student Growth and Profile Model to the President for approval

— Completion of the final phase of the Teaching Infrastructure Fund

— Further enhancement of public realm areas on DCU Glasnevin Campus

Strategic Goal 5:
Value and Develop our Staff Community

Summary of Priority Action for Year 2 Implementation

— Staff consultation on the 'One DCU' implementation plan via the DCU Fuse online platform

— Completion and communication of 'One DCU' Implementation Plan

— Delivery of Coach Training Programme to 8 participants from November 2018 to June 2019 who will be trained as internal coaches for staff

— Completion of final phase of WiFi implementation on St Patrick's campus

— Expansion of the DCU mentoring programme

— Development of initial Human Capital Plan Framework in consultation with in consultation with Heads and Deans

— Develop and launch a new Dignity and Respect Policy for Staff and Students

— Commence and complete 3 projects within the DCU Centre of Excellence and Diversity by end of 2019

— Complete application for Departmental Athena SWAN Bronze Award by 1 Academic School

Key Areas of Activity and Progress in Year 2

— Results of the Staff Engagement Survey communicated to Staff in April 2019

— One DCU Workshops held on all 3 campuses during April and May 2019

— One DCU coffee events took place on 9th May and the One DCU on-line engagement FUSE event with staff was held on 10th May

— In response to feedback received during the FUSE event, DCU announced a charity partnership with Barretstown Children's Charity in August 2019

— A Draft 'One DCU' Framework and Implementation Plan has been developed to be discussed and agreed at Senior Management during Q4 2019

— Seven senior staff members participated in a pilot Coach Training Programme that involved completion of 8 modules, pro-bono coaching, and a range of continuous assessment activities

— 29 mentoring pairs participated in the mentoring programme in 2018/19, a 16% increase on 2017/18

— During Quarter 1 & 2 2019 a consultation process regarding a HCP Framework was undertaken by HR with the Executive Deans. The final draft HCP Framework will be presented to senior management during Quarter 4 2019 for approval

- The new Dignity and Respect Policy and procedures documents have been developed for Staff and Students. It is anticipated that the policy will be completed and published in advance of the commencement of Semester 2 2019/20

- Four projects are now underway within the DCU Centre of Excellence for Diversity and Inclusion

- The School of Mathematical Sciences completed and submitted an application for the Athena Swan Bronze Award in 2018/19

Other Major Achievements not Specified in Strategic Prioritisation

- Establishment of a 3-year DCU charity partnership with Barretstown Children's Charity

- Completion of a major upgrade of Core, the HR support system

- Development of new Performance Review and Development process for roll-out in Q2 2020

- Finalisation of Staff Recognition Initiative

- Agreement of a Gender Identity Policy + Gender Expression Policy for students

- Establishment of Diversity + Inclusion Volunteer groups (e.g. LGBTA + Ability Alliance Groups) to support the delivery of equality, diversity and inclusion initiatives

Priority Areas of Activity, 2019/20

- Publish and communicate the One DCU Framework and Implementation Plan

- Finalise a Staff Development Plan to include a road-map for the expansion of our Coaching and Mentoring Programme and extended access to our Leadership and Management Programme

- Develop a workforce data dashboard by Q2, 2020 (pending budget approval) to support forward planning for Heads & Deans

- Launch the inaugural Annual Awards Scheme to recognise staff contributions and excellence at DCU

- Completion of the application process for Departmental Bronze Award by two academic units under Athena SWAN Initiative, including application for renewal of the Institutional Bronze award

- Expansion of the Human Capital Plan consultation process to include Directors of Management Units by Q1, 2020

- Continue to deliver a suite of initiatives and events as part of the Women in Leadership Programme

Strategic Goal 6:
Develop a Global University

Summary of Priority Action for Year 2 Implementation

— Institute a cross-University governance and oversight process for the Internationalisation Plan that ensures regional and faculty expertise is integrated

— Establish University and Faculty level targets for different International Student Cohorts in line with the Internationalisation Plan

— Conduct a benchmark exercise to identify potential new TNE partners in two key priority regions

— Accelerate student recruitment into the International Foundation Programme and broaden the range of sending countries

— Appoint a new Erasmus+ Coordinator to coordinate institutional engagement with European funding programmes

— Completion of initial DCU Language Plan, to support the development of intercultural appreciation and conversational ability in selected languages

— Open a branded Global Hub within the 'U', to demonstrate our international reach and establish a programme of activities

Key Areas of Activity and Progress in Year 2

— Agreement on cross-University international governance model in April 2019

— Initial Faculty-level targets agreed and subject to regular monitoring by Senior Management Group

— External review of current Transnational Education landscape and opportunities for future DCU provision completed

— New emerging entry requirements for International Foundation Programmes agreed during 2018/19

— Plan for next phase of international foundation programme model agreed and commenced with IT Carlow

— Appointment of An Eramus + Development Officer, with specific responsibility for supporting Erasmus funding opportunities

— Development of DCU Language Plan led by staff in School of Applied Languages and Intercultural Studies; due for approval in Q4 2019

— Branding for Global Hub agreed; marketing content is under development in a joint OCOO / Marketing project

Other Major Achievements not Specified in Strategic Prioritisation

— Implementation of revised operational model to improve the efficiency of postgraduate application processing

— 80% increase in the number of Non-EU postgraduate award students

— Income from Non-EU student revenue at €9.1m in 2019

— Eight new potential partnership programmes identified with Chinese partners

— Successful securing of 12 government funded PhD students from ASEAN region

Priority Areas of Activity, 2019/20

— Development of a regional operations and recruitment plan in line with University and Faculty approved targets for International student recruitment

— Development and publication of a Trans-National Education (TNE) guide incorporating faculty-based priorities for promoting potential new initiatives

— Development of a US regional strategy with a supporting resourcing plan and business case

— Launch the DCU Language Plan to support the delivery of language education within the formal and co-curriculum

— Officially launch the Global Hub in the U Student Centre to promote the importance of respecting and promoting global diversity among the DCU student community

— Implementation of a suite of defined activities to strengthen linkages between our International office and Alumni Relations Office

Strategic Goal 7:
Nurture Creativity and Culture across the University

Summary of Priority Action for Year 2 Implementation

— Development and launch of DCU Innovation Plan

— Provide resource for a three-year development programme for student social entrepreneurship initiatives

— Opening and activation of Student Innovation and Entrepreneurship Hub in the U (new Student Centre)

— Develop and launch an 'Insights in Innovation' seminar series, promoting student innovation

— Appoint a DCU Digital Innovator in Residence

— Appointment of board/person responsible for coordination and implementation of Innovation Plan

— Develop a formal operational relationship between DCU and Talent Garden

— Secure internal and external funding to enhance Tech Venture and a pilot programme for SetSquared research commercialisation/ spin-out mentoring

— Completion and launch the DCU Arts and Culture Strategy

— Complete proposal on DCU Institute of Creativity Completion and launch of the DCU Irish Language Strategy (Straitéis na Gaeilge)

— Hosting of 2019 Anam festival

Key Areas of Activity and Progress in Year 2

— Confirmation of broad governance and leadership structure to lead the development of comprehensive Innovation Plan

— Successful funding applications to the Strategic Alignment of Teaching and Learning Enhancement Funding in Higher Education Fund 2019 in student social innovation, fostering staff and student creativity

— Funding secured from DCU Educational Trust for UStart programme

— Plan for the activation of the Entrepreneurship Hub developed and being implemented

— 'Insights in Innovation' series active, coordinated by DCU Invent

— Five short-term Digital Innovators joined DCU in 2018/2019 with Enterprise Ireland funding

— Restructuring of revised governance and leadership structure for innovation activity at DCU across DCU Invent, DCU Ryan Academy and DCU Alpha campus completed

— Talent Garden opened in September 2018. Collaboration activities between talent garden and DCU co-ordinated through the DCU-TAG Steering Group Working group established to advance the concept of a hybrid spin-out scheme between Set Squared/I Cure and I-Corps USA, subject to available funding

- DCU Arts and Culture Strategy submitted to the President
- Appointment of Visual Arts Officer and extension of DCU art collection
- Launch of DCU Artists in Residence Programme
- Completion of draft proposal on DCU Institute of Creativity
- Draft Straitéis na Gaeilge submitted to the President for approval
- Anam Festival successfully hosted in April 2020
- Working group established

Other Major Achievements not Specified in Strategic Prioritisation

- Appointment of a Head of Enterprise Engagement with Alpha Campus Companies
- Finalisation of design for a major externally-funded sculpture on the St. Patrick's campus
- Funding success under the Disruptive Technology Innovation Fund
- Launch of an MA in Choral Studies
- Completion of a DCU Visual Arts Strategy

Priority Areas of Activity, 2019/20

- Expansion of DCU spin-in initiatives to enhance the pipeline of potential spin-out investors
- Establishment of Bio-design Europe on the DCU Glasnevin campus in partnership with ASU
- Support for the launch of the Internet of Things (IoT) ideas competition to enhance research-enterprise collaboration initiatives
- Deepen and increase engagement activities with DCU Alpha companies
- Introduce and implement an Easy Access IP commercialisation model to drive new initiatives
- Launch an Entrepreneurship Hub in the U Student Centre to support and facilitate a suite of student initiatives
- Completion and implementation the Arts and Culture Strategy
- Approval and launch of the establishment of the DCU Institute of Creativity
- Approval and implementation of a Straitéis na Gaeilge (Irish Language Strategy)

Strategic Goal 8:
Place Sustainability at the Core of the University

Summary of Priority Action for Year 2 Implementation

— Development by the DCU Sustainability Council of a University Sustainability Plan

— Implementation of action plans to achieve the targets established on energy, water, waste and CO2 emission reduction

— Completion of review and mapping of sustainability-related research

— Develop GCSO funded proposal with collaborative partners on Managing Waste

— Agreement on identification of future carbon-free campus and DCU, and develop a road map for interventions necessary to achieve carbon neutrality

— Develop a profile of DCU activity with respect to UN SDGs

Key Areas of Activity and Progress in Year 2

— Cross-institutional DCU Sustainability Council established

— Completion of the DCU Sustainability Plan with agreed baselines, KPIs, targets and actions

— Achievement of a 43% increase in energy efficiency under the SEAI Monitoring and Reporting Scheme for public bodies, significantly exceeding our 2020 33% target

— Mapping of sustainability related research at DCU completed

— Initiation of a review and mapping of sustainability across DCU programmes

— Borehole excavation to explore the potential of geo-thermal heat solutions on the All Hallows campus, with viability established

— Scoping of infrastructural investment required to meet 2050 carbon-neutral targets as per National Climate Action Plan

— DCU Business School event, 'DCU and the SDGs' hosted in May 2019, involving 175 participants and 17 presentations by staff on DCU activity across all the UN Sustainable Development Goals

— Development of the inaugural Annual Impact report (Transforming Lives and Societies), due for publication in Q4, 2019

Other Major Achievements not Specified in Strategic Prioritisation

— In July 2019, DCU was shortlisted for the Sustainable Energy Authority of Ireland (SEAI) Energy Awards in the 'Public Sector - Leadership' category

— In December 2018, DCU was ranked as 12th in the world for sustainability in the 2018/19 UI Green Metric World University Rankings

— In April 2019, DCU was ranked among the top 100 universities in the world for its exemplary positive impact on the social and economic fabric of society, based on the United Nations' Sustainable Development Goals (SDGs)

— DCU has been selected to participate in an European Consortium of Innovation Universities (ECIU) initiative tackling SDG 11, Making Cities Sustainable

— DCU research on Citizen's Climate project was highlighted in government Climate Action Plan

— Admission of DCU to membership of the United Nations Sustainable Development Solutions Network

Priority Areas of Activity, 2019/20

— Implement the DCU Sustainability Plan driving the attainment of national targets for a healthier and more sustainable University

— Finalise the review and mapping process of the integration of sustainability principles across all undergraduate programmes

— Develop GCSO collaborative initiatives to promote and support sustainable research across the University

— Submit the DCU 2018 carbon footprint data for external CDP validation and subsequent mapping to enhance our ability to become a carbon-neutral campus by 2050

Strategic Goal 9:
Pursue Active Engagement with Our Communities

Summary of Priority Action for Year 2 Implementation

— Establish a University Engagement Forum to oversee and direct the university engagement activities aligned with the Quadruple Helix model

— Conduct a pilot programme on assessed service learning and/or community based research to help foster student engagement

— Deepen engagement with Fingal County Council in assisting them with key elements of their social inclusion and community development activities in designated areas

— Enhance our engagement with the Global Consortium for Sustainable Outcomes (GCSO) to seek solutions to address key sustainability challenges

— Enhance our global partnership in social innovation through our University of Sanctuary designation and become formally recognised by the European Council as an "Anchor Institution" for our leadership

— Increase global membership of the Age Friendly University Network and establish initial global governance protocols

— Appoint an Enterprise Engagement Officer to co-ordinate enterprise initiatives at an institutional level

— Develop strategy to create a comprehensive Alumni database

— Introduce first Annual Alumni Reunions for specific class years to assist in updating current contact details

— Enhance Mentorship opportunities for graduate community

— Develop and support alumni networks of all three incorporated colleges

Key Areas of Activity and Progress in Year 2

— Terms of reference and membership of University engagement forum developed and endorsed by Senior Management Group

— National Forum funding secured for the implementation PASSION initiative aimed at upskilling, enabling and empowering academic staff to embed social innovation and entrepreneurship in their disciplines

— Fingal County Council/DCU activities 2019 road-map developed with Fingal County Council Director of Economic Development & Tourism and delivered

— Fingal Skills Strategy report published with DCU inputs and collaboration

— Joint FCC/DCU learning visit to Bavaria undertaken in conjunction with European Business Connections

— DCU researchers participating in two new Global Consortium of Sustainable Outcomes funded projects

— DCU established as Anchor Institution and Council of Europe Task Force members at the June Council of Europe Strasbourg meeting

— Age Friendly Network extended to 58 partner institutions globally

— New Governance and funding model for AFU with a global secretariat based at DCU drafted and consultation process completed

— Appointment of an Enterprise Engagement Officer to build collaborative relationships between DCU Alpha and DCU researchers

— Tracking and updating graduate details through event engagement (domestic and International) and Keep in Touch campaign

— Introduced Golden Jubilee Celebrations for St Patrick's College graduates (1969 Class)

— Formalisation of new Graduate Law Mentorship Programme (Alumni, Careers, School of Law and Government)

— Annual Alumni Awards recognised graduates from incorporated colleges

Other Major Achievements not Specified in Strategic Prioritisation

— DCU championed "Teacher Inspire" competition and gala event showcasing the unique impact of teachers in their communities

— DCU led the Higher Education response to the National Policy on Social Enterprise and the subsequent implementation process with Dept. Rural & Community Development

— MOUs agreed with Na Fianna GAA Club, and Shelbourne Soccer Club

— Intel/Movidius establish an innovation lab for SMEs in TAG on DCU Alpha campus

— Launch of the Ability Programme at DCU, a strategic partnership with St. Michaels' House to promote the employability of young people with disabilities and assist them in gaining the relevant skills, competencies and experiences required to be career-ready

Priority Areas of Activity, 2019/20

— Publish and implement the 4X4 Engagement Strategy

— Develop and launch the first Irish University Volunteering Strategy enabling the integration of student engagement activities for societal impact

— Creation of an Adult Education Centre Plan to pilot a suite of pathways for the advancement of mature student ambitions

— Deepen existing partnerships to enable national and international benchmarking supporting the development of sustainable engagement models

— Engage Age Friendly Networks to support the development and agreement of a new governance model

— Conduct a review of the outputs and sustainability of the University of Sanctuary

— Create a business case and financial plan for the development of DCU BETA project

— Strengthen engagement activities with industry collaborators to advance Industry 4.0 initiatives

— Develop faculty level networking opportunities for Alumni to enhance the student experience

Review and Renew, 2019

Following a consideration of potential areas for revision and amendment in the current strategic plan, the Senior Management Group propose that no changes should be made to the current strategic goals and specific actions of Talent, Discovery, and Transformation in 2019.
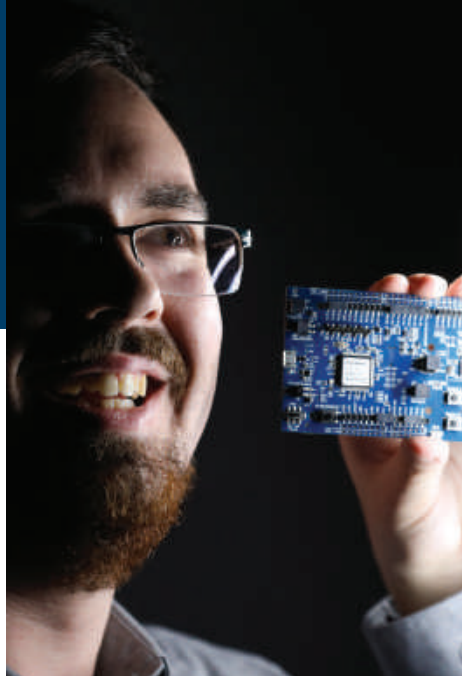
However, there are a number of internal developments and external factors that have been considered as part of the Year 3 prioritisation. These factors may influence the implementation priorities and programme of activities in Year 3 and 4 of implementation. These include:

— The December 2019 announcement of a Human Capital Initiative, a €300m investment in higher education over the next 5 years provides an important opportunity for DCU. The Initiative will deliver investment targeted towards priority skill needs for enterprise and future-proofing graduates, as well as providing additional capacity across the Higher Education sector. Our specific action on curriculum renewal under strategic goal 1 is particularly relevant to this Initiative

— The **Empower Programme**, including the implementation of a **new Student Information System** will be delivered during the lifetime of the strategy. As an institution-wide business transformation project, the delivery of the Programme has the capacity to impact on strategy implementation in two ways;

— The investment of time by DCU staff in the successful delivery of Empower may lead to necessary changes in priorities and timelines in delivery of other specific actions and goals

— The successful delivery of some strategic goals within the strategy may be dependent on the completion of implementation elements of the Empower programme

— DCU continue to engage with the **HEA** on the **Performance-based Compact Agreement** and strategic dialogue. Goals identified within Compact Agreement are aligned to key milestones identified in the strategy. There may be additional national emerging policy themes may contribute to future changes in our strategy, or changes to prioritisation of actions within the plan

— The emergence of the **Technological University sector** in Ireland provides an opportunity to review and respond to changes in the higher education landscape, both within the region and nationally

— In July 2020, there will be a change in leadership of DCU, which may lead to future changes in the University strategy

Highlights 2018/19

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