University College Dublin

REVIEW GROUP REPORT

Periodic Quality Review

UCD International

December 2015

Accepted by the UCD Governing Authority at its meeting on 18 October 2016

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Key Findings of the Review Group

The Review Group has identified a number of key findings in relation to areas of good practice operating within UCD International and areas which the Review Group would highlight as requiring future improvement. The main section of this Report sets out all observations, commendations and recommendations of the Review Group in more detail. An aggregated list of all commendations and recommendations is set out in Appendix 1.

<u>**Examples of Good Practice**</u>

The Review Group identified a number of commendations, in particular:

- Unit staff are committed, knowledgeable, professional and motivated, and are widely appreciated around the University

- The Unit has handled well the significant increases in volumes of activity across all areas

- Four Global Centres have been set up within a very short time-scale

- The Global Lounge is a valuable resource for the student community

<u>**Prioritised Recommendations for Future Improvement**</u>

The full list of recommendations is set out in Appendix 1; however, the Review Group would suggest that the following be prioritised:

- The future development of UCD International should be informed by the University College Dublin Strategy 2015-2020 and the Global Engagement Strategy and act as a driver of the Unit's activities and planning processes

- Implement changes to management and internal structures to ensure clearly defined roles and responsibilities, and improve communication within the Unit. This should also include the development of a workforce plan, incorporating greater stability for staff, with reduced use of temporary contracts

- Facilitate Unit staff in each section to set aside time for planning and budgeting

- To maximize impact, develop regional strategies that coordinate activity, with defined roles and responsibilities for Global Centre staff

- Improve links between UCD International and other units in the University by enhancing communications with academic departments and professional services

- Give all Unit staff the opportunity to engage with the development of the Global Engagement Strategy

1. Introduction and Overview of UCD International

Introduction

1.1   This report presents the findings of a quality review of UCD International, which was undertaken on 25-27 November 2015. The Unit's response to the Review Group Report is attached as Appendix 2.

The Review Framework

1.2   Irish Universities have collectively agreed a framework for their quality review and quality improvement systems, which is consistent with both the legislative requirements of the Qualifications and Quality Assurance (Education and Training) Act 2012, and international good practice (e.g. Standards and Guidelines for Quality Assurance in the European Higher Education Area, 2015). Quality reviews are carried out in academic, administrative and support service units.

1.3   The purpose of periodic review is to assist the University to assure itself of the quality of each of its constituent units, and to utilise learning from this developmental process in order to effect improvement, including:

- To monitor the quality of the student experience, and of teaching and learning.

- To monitor research activity, including: management of research activity; assessing the research performance with regard to: research productivity, research income, and recruiting and supporting doctoral students.

- To identify, encourage and disseminate good practice, and to identify challenges and how to address these.

- To provide an opportunity for units to test the effectiveness of their systems and procedures for monitoring and enhancing quality and standards.

- To encourage the development and enhancement of these systems, in the context of current and emerging provision.

- To inform the University's strategic planning process.

- The output report provides robust evidence for external accreditation bodies.

- The process provides an external benchmark on practice and curriculum.

- To provide public information on the University's capacity to assure the quality and standards of its awards. The University's implementation of its quality procedures enables it to demonstrate how it discharges its responsibilities for assuring the quality

and standards of its awards, as required by the Qualifications and Quality Assurance (Education and Training) Act 2012.

The Review Process

1.4   Typically, the review model comprises four major elements:

- Preparation of a self-assessment report (SAR)

- A visit by a review group (RG) that includes UCD staff and external experts, both national and international. The site visit normally will take place over a two or three day period

- Preparation of a review group report that is made public

- Agreement of an action plan for improvement (quality improvement plan) based on the RG report's recommendations. The University will also monitor progress against the improvement plan

Full details of the review process can be found on the UCD Quality Office website: www.ucd.ie/quality.

The Review Group

1.5   The composition of the Review Group for UCD International was as follows:

- Professor Alan Keenan, UCD Emeritus Professor and former BDIC Programme Director (Chair)

- Ms Helen Miller, UCD Head of Financial Planning (Deputy Chair)

- Ms Jo Purves, Director/Vice-President Sheffield International, University of Sheffield (Extern)

- Mr Alan Mackay, Deputy Vice Principal International and Director, International Office, University of Edinburgh (Extern)

1.6   The Review Group visited UCD International from 25-27 November 2015 and held meetings with Unit staff; undergraduate and postgraduate students; members of the SAR Co-ordinating Committee; other academic and support staff from across the University. The site visit schedule is included as Appendix 3.

1.7   In addition to the Self-assessment Report, the Review Group considered a range of documentation provided by UCD International and the University during the site visit.

Preparation of the Self-assessment Report (SAR)

1.8   Following a briefing from the UCD Quality Office, a Self-assessment Report Coordinating Committee (SARCC) was established. Members of the committee, in consultation with staff members, drafted sections of the Self-assessment Report.

1.9   The SAR was prepared in the period December 2014 - October 2015.   All documentation in relation to the SAR preparation was available to Unit staff on a shared drive and staff had an opportunity to comment on the penultimate draft. The SAR was submitted to the UCD Quality Office in late October 2015.

The University

1.10   University College Dublin (UCD) is a large and diverse university whose origins date back to 1854. The University is situated on a large modern campus about 4 km to the south of the centre of Dublin.

1.11   The University Strategic Plan (to 2020) states that the University's mission is: "to contribute to the flourishing of Dublin, Ireland, Europe and the world through the excellence and impact of our research and scholarship, the quality of our graduates and our global engagement; providing a supportive community in which every member of the University is enabled to achieve their full potential".

1.12   The University is currently organised into six colleges and 37 schools:

- UCD College of Arts and Humanities
- UCD College of Business
- UCD College of Engineering and Architecture
- UCD College of Health and Agricultural Sciences
- UCD College of Social Sciences and Law
- UCD College of Science

1.13   As one of the largest universities on the island of Ireland, UCD supports a broad, deep and rich academic community in Science, Business, Engineering, Health Sciences, Agriculture, Veterinary Medicine, Arts, Law, Celtic Studies and Human Sciences. There are currently more than 26,000 students in our UCD campus (approximately 16,300 undergraduates, 7,800 postgraduates and 2,200 Occasional and Adult Education students) registered on over 70 University degree programmes, including over 6,300 international students from more than 121 countries. The University also has over 5,400 students studying UCD degree programmes on campuses overseas.

UCD International

1.14   UCD International (UCDI) is one of nine support units within Academic affairs and reports to the Registrar, Deputy President and Vice-President for Academic Affairs. It is currently located

in the Gerard Manley Hopkins Building along with the UCD Restaurant, Gift Shop and Post office.

1.15   UCDI is currently undergoing restructuring to align its activities to support the UCD Strategy 2015-2020 strategic initiative relating to Global Engagement. Activities of the Unit are under the oversight of the Global Engagement Group (GEG), a sub-group of the UCD University Management Team (UMT). The Unit is headed by the Director of International Affairs.

1.16   The Unit currently has 12 permanent, 16 temporary, and 6 hourly paid staff as well as line management of 13 staff located in 4 UCD Global Centres.

1.17   Office accommodation is co-shared with commercial activities over two floors in the Gerard Manley Hopkins building, along with Global Centres in China, USA, South East Asia and India.

2. Planning, Organisation and Management

General Comment and Context

Planning process

2.1   The Review Group noted that the University is currently developing its Global Engagement Strategy (GES) to align with the UCD Strategy 2015-2020.

2.2   In the absence of a published Global Engagement Strategy (SAR Section 2.1) for the University, it is difficult to articulate institutional strategic priorities for UCDI. The Global Engagement Strategy should inform the activities of UCDI and lead to the restructuring and redefinition of UCDI. Once an agreed work plan is in place with agreed KPIs, staff can work to a defined agenda, be confident in what they are delivering, and be clear about what is not within their remit.

2.3   Within the SAR, the linkage between UCDI's annual planning process and the University's overall planning structures was not immediately evident. In particular, the Review Group felt that the unit might benefit from earlier engagement with School and College plans and reciprocal discussions about aims and objectives.

2.4   Recruitment planning is detailed, but other areas of activity suffer from a lack of direction. The effect of this is an increasing amount of activity that adds to workloads but is not strategic e.g. applications for Erasmus + International Credit Mobility funding, with no obvious link to existing partnership opportunities, or an Erasmus Mundus funding bid for exchange in China with insufficient resource to promote related outgoing mobility.

Staffing

2.5   UCDI functions in an operating environment that is characterised by significant human resource constraints in terms of the high proportion of temporary and hourly paid staff,

coupled with persistent increases in demand for new and expanding recruitment activities, to the detriment of high-level strategic and planning initiatives.

2.6   The Unit plan as presented in the Self-assessment Report is based on anticipating as yet unarticulated priorities, with a corresponding restructuring of the office. More evidence-based work is required around the rationale for the proposed structures once the GES is produced, as there are potential risks in the current proposals. These include:

- Too many line reports to the Director.

- An incoherent Global Relations and Partnerships Team, mixing a student opportunities team (incoming/outgoing exchanges, volunteering), who must deliver a student experience remit linked to the Education Strategy, with an international relations/partnerships team who must develop closer links with the Research Strategy and the recruitment team.

- No stated responsibility in any of the teams for communications, either within the Unit or with the wider University.

- Under-utilisation of U21 opportunities.

- UCDVO is part of a student opportunities remit but could be broadened as part of wider opportunities for volunteering. While there are clear connections to internationalisation, this does not necessarily need to be part of the Unit.

- Issues with nomenclature (recruitment team seems to be the admissions team, varying uses of international vs. global).

- Lack of clarity as to how regional teams work with other teams.

2.7   The Review Group was concerned that some staff may feel pressure to take on increasing amounts of work because of the high number of temporary/hourly contracts. This is leading to a culture of 'not saying no' and mission creep. Staff would appear to be subconsciously undertaking more work to justify the additional resources deployed to UCDI and their roles. There is evidence of staff undertaking multiple roles across different areas, in part due to the lack of clarity in terms of organisational structure and planning, but also due to the temporary nature of their contracts and the need to have these renewed.

2.8   In taking on this extra workload Unit staff frequently give insufficient consideration as to why they are doing it or what the focus should be. Several comments were made by staff external to the Unit about how difficult it was to get responses to emails because the staff members were too busy.

Communication

2.9   UCDI has performed extremely well in profiling the University externally and with partners (SAR Section 5.1). However, within the Unit and across the University, communication is a significant issue. Unless this is addressed as a matter of priority, staff will disengage from what should be a time of exciting development and expansion in the remit and capabilities of the office. There is a need for more interaction with academic staff who are not involved with UCDI on a day-to-day basis to foster understanding of the priorities and successes of the Unit.

2.10   Internally within the Unit some UCDI staff felt disconnected from the SAR process and commented that they had not seen a final draft and did not agree with all of the contents. Others noted that there were some inaccuracies, where proposals had been presented as facts, particularly in relation to the new structures. It was felt that these had not been discussed thoroughly within the Unit and could benefit from staff input to make the proposals more coherent.

Project Management

2.11   While mention is made of use of project management techniques in developing new projects (SAR 2.1.6), in conversation with staff it became apparent that this was not perceived as the norm.

2.12   The rapid expansion of the Unit and pressure to deliver high volume student recruitment has resulted in several projects being implemented very rapidly and with consequent high risks attached. The two Project Initiation Documents, included in the SAR Appendices, on the establishment of the Global Centres (SAR, Appendix 5.1) and centralisation of international admission to the unit (SAR, Appendix 8.1) are incomplete; although the attached implementation plan relating to the transfer of international admissions into the Unit is comprehensive and excellent.

2.13   In some of the Global Centres, operational activity commenced before legal, financial and HR requirements had been fully met or completely understood. A more formalised approach to project planning could have mitigated these risks. There was little evidence of academic input at an early planning stage, or how UCDI developments are connected to College plans and priorities. In some cases, this has led to Colleges being asked to send people to recruitment events at short notice, with consequent high cost.

Commendations

Planning Process

2.14   The transfer of the international admissions service has been implemented well on a short time-scale, with academic staff commending the usefulness of briefing sessions in terms of allaying fears. It is an excellent case study in the transfer of a process which has many stakeholders and sensitivities attached.

2.15   The existing Global Centres have the potential to add significant value, and Global Centre staff based internationally commented that their induction into UCD had been good.

Staffing

2.16   UCDI staff are extremely dedicated and highly motivated, taking on huge workloads and responsibilities. This was recognised and commented on almost universally by other University staff interviewed by the Review Group.

Communication

2.17   UCD has developed a good external profile with its exchange partners and the UCDI team was clearly prominent in this.

Project Management

2.18   Activities have been managed successfully in the face of significant amounts of change and volume increases.

2.19   Student events and orientation are well planned and appreciated by the students.

Recommendations

Planning Process

2.20   It is recommended that the UCD Strategic Plan and new Global Engagement Strategy inform the future development of the Unit, including any restructuring, which should strongly align with the wider global engagement agenda.

2.21   It would be beneficial for UCDI that the Global Engagement Strategy restates the drivers for global engagement and internationalisation. As part of this, consideration should be given to what this means at a domestic level within Ireland, for prospective students, alumni and staff. 'Global' should be built in to all communications, and staff across the wider community should be requested to engage, think and act globally. The forward agenda should not be thought of as being led from UCDI, but rather as a shared institutional priority.

2.22   Once the Global Engagement Strategy is published, UCDI should promptly articulate its mission statement to clarify for the unit and for the University its role and positioning within UCD's global ambitions. Further restructuring of the Unit should be paused pending the publication of the strategy and full consultation with the Unit on line management coherence.

2.23   This UCDI plan should, agreed in partnership with relevant senior managers, including the VP Global Engagement, Colleges and the Global Engagement Group, be aligned around key themes and establish clear measures of success. It should state simply what the Unit does, its values and priorities for the next 3-5 years across the key thematic areas. It will be important to ensure that staff in each section have an opportunity to engage with the development of

the plans for their sections and understand how these and their work articulates with the UCDI plan. Clear operational structures will facilitate staff engagement, with regular team meetings and other opportunities to develop staff participation, for example, away days.

2.24   The University might investigate how it could develop a joined-up approach to respond to the rapid increase in international student numbers and the support mechanisms expected in terms of accommodation, global employability issues for home and international students, student support, lobbying government in improving visa processes etc.

2.25   The University may wish to consider whether internationalisation could be better served in some areas by embedding it within wider structures e.g. student support, and other employability-related initiatives. This would also decrease pressures on individual members of staff holding the remit in UCDI.

2.26   As UCDI moves towards supporting an engagement agenda rather than a recruitment and exchange agenda, there should be closer links with other professional services units such as Development and Alumni Relations, UCD Research, and the Career Development Centre.

2.27   In order to enable the effective delivery of the new UCDI strategy, it might be beneficial if the Director of International Affairs focuses more time on developing internal relationships, rather than on operational issues.

2.28   If there are future plans to develop Global Centres resulting from needs identified in the GES, it is recommended that there are clear strategies for the regions where the Global Centres are located. These strategies should be developed in collaboration with UCD Development and Alumni Relations, UCD Research and the Colleges, to ensure there are clearly defined priorities and realistic expectations.

2.29   Advice should be taken on the related implications and resourcing needs of new Global Centres, as well as explicit entry and exit strategies, in advance of employing any staff. The University may wish to set up a governance and reporting structure for these Centres to a senior management group or to the GEG - while they offer a significant opportunity, they also have the capacity to incur significant financial, legal and reputational risks.

2.30   Academic members of staff commented frequently on the lack of a strategy for engagement with the EU. As part of the GES, it is suggested that the University defines where responsibility for EU recruitment should be located, and how to develop the critical area of strategic partnerships, including relationships with the European Commission.

Staffing

2.31   It is recommended that the roles and responsibilities of the GEG, the Registrar and Vice-President for Academic Affairs, the Vice-President for Global Engagement and the Vice-Principals International are clearly articulated, particularly with regard to their relationship to UCDI and level of support required from the Unit.

2.32   To support the delivery of the new Global Engagement Strategy, it is recommended that UCDI introduces changes to the management and structure of the Unit to ensure well-defined operational units, that all members of staff have clear roles and remits, and that resources are committed to support key agreed strategic areas for the University.

2.33   Staff engagement within the Unit should be viewed as a priority. The team can contribute much more to the success of UCDI and the wider university given their high standards, professionalism and abilities. This should form part of the UCDI workforce plan and staff, at all levels and grades, should be actively encouraged to be involved with this process in terms of its planning, design and delivery.

2.34   Regular staff meetings should be held at senior team level, at section level and periodically for all staff to ensure better awareness of the overall environment and to provide an opportunity for input and exchange of ideas. Global Centre staff should be included in these meetings, either physically or via internet links.

2.35   The introduction of a workforce plan is recommended. This will assist in delivering greater stability in staffing, reduced use of temporary contracts and timely management of contracts. The plan will further assist with business continuity and mitigate risk due to over-reliance on a small number of key positions within the operation. Workforce planning will ensure that UCDI has a clear approach to recruitment and retention, succession planning and talent management, career views, and identifying staff training and personal development needs. The workforce plan should take account of staff health and well-being issues and the need to maintain a work-life balance. Certainty about their employment status would decrease the risk that these experienced staff will leave, with a loss of corporate memory.

2.36   Communication within the Unit should also be prioritised. There should be a specialised formal induction process for all new members of UCDI staff. Regular SMT, section and plenary meetings should be held, with updates from members of the SMT and the Director.

2.37   It is recommended that increased attention be given to staff reward and recognition within the Unit and that staff be actively encouraged to submit their work for national and international recognition through relevant associations, conferences and networks.

2.38   If a new structure is introduced, there should be open competition for posts and appointed section heads should have responsibility for developing and leading their teams. The section heads should form the new SMT within UCDI and it is recommended that a designated member of the SMT manages the network of global centres.

2.39   It is recommended that UCDI SMT members participate in a senior leadership and management development programme to assist with leading high-performing teams.

Communication

2.40   In any new structure of the Unit, there must be clear responsibility for internal communications. Senior Management Team (SMT) meetings should be frequent and scheduled, minuted and distributed. All staff should have a clear understanding of how they can raise topics with their line manager for management meetings and how they will receive information, priorities and guidance from those meetings. These should be chaired by another member of the UCDI SMT if the Director is not available. Global Centres should be included in the meetings where possible or have the opportunity to raise issues in advance and receive the notes promptly.

2.41   All members of the senior team need to ensure that they have sufficient visibility within the Unit and that their direct reports have regular access, formalised if necessary. They should ensure that they are contactable within reason even when off-campus.

2.42   There should be a much clearer, better-communicated annual activity plan across UCDI and the Colleges.

2.43   Given the growth of the international student community and the strategic focus to be placed on student mobility, the volume and demand being managed within student support and study abroad requires to be addressed through discussions and communication with staff across the University.

Project Management

2.44   The Unit should concentrate on core functions and put more thought into the rationale and planning of activities. Care should be taken that requests to undertake work are not presented in an ad-hoc, informal manner, but as part of planned and understood workloads with clear parameters.

2.45   A risk register should be developed and actively managed for the Unit if this does not already exist so that the University can be assured that risks are being managed appropriately.

3. Functions, Activities and Processes

General Comments and Context

3.1   UCD International (UCDI) has a stated core function that is to support and deliver the international strategy of the University across four delivery areas; non-EU student recruitment, administration and finance, global relations and partnerships, and student experience.

3.2   It is clear that in recent years, in line with the University's global ambition, that UCDI has delivered notable success with regards to the recruitment of non-EU international students. It is noted that within a two-year period this has resulted in a 21 per cent increase in

international non-EU intake and has exceeded the targets set in this area by the Global Engagement Group.

3.3   The strategic importance of internationalisation across the University has resulted in a considerable increase in the work volume and activity of UCDI. This has extended beyond just non-EU international recruitment. There has been a significant increase in work volume related to activities across study abroad, student support and four new Global Centres located in China, USA, South East Asia and India.

3.4   UCDI has recently assumed responsibility for admissions relating to non-EU undergraduate and taught postgraduate international cohorts. It is clear that this function has delivered success and is an activity that is well managed. The finance and administration function of the Unit has delivered the new global centres within a short timescale.

3.5   The recruitment of non-EU international students has been a strategic institutional priority in recent years and it will be important to ensure that this focus does not constrain support for other key strategic areas when the new Global Engagement Plan is introduced.

3.6   UCDI services relating to study abroad and student support for international students have managed significantly increased activity in recent years in line with the growing international student community and demand for study abroad opportunities.

3.7   The global relations and partnerships function concerning student exchanges, study abroad, U21 and incoming students is developing in line with University ambitions and student expectations in these areas. It is clear that this is being managed within the context of rising student demand for study abroad, increased volume of UCD students studying overseas, and visiting student cohorts coming to UCD, particularly from the USA.

3.8   The U21 partnership has been well managed and this network is a clear priority for UCD. It was felt by the Review Group that there was insufficient visibility of U21 and its members amongst the academic community and that there would be potential benefits to enhanced promotion of the opportunities available.

3.9   There are recognised issues within the University around the provision of pre- and in-sessional English Language. While this is not within the remit of UCDI, it has a clear impact on recruitment and the potential to create dissatisfaction amongst academic staff with the quality of international student intake. Initiatives being taken to develop stronger language provision will ultimately be beneficial for the Unit.

Commendations

3.10   UCDI staff are professional, committed and respected by colleagues across the University and by external partners. The staff members are a considerable asset to UCD and the recruitment and selection of such a professional team is to be commended. Staff from outside the Unit spoke very highly of the support, advice and guidance provided by UCDI staff on a range of projects and in many cases these would not have succeeded without their support. From

speaking with UCDI staff, their genuine commitment to internationalisation and what this means to the wider UCD community and values, is to be commended.

3.11   The Unit has delivered success with regards to the admission and recruitment of non-EU international students, exceeding targets that were set by the Global Engagement Group. Linked to this, the management of the admissions and recruitment process for non-EU international students is to be commended and has been delivered within a short timeframe with robust management information.

3.12   UCDI is to be commended for its management of a range of functions and services during a period of rapid growth and increased demand for services and support from this cohort, alongside increased outward mobility opportunities. In addition, the Unit has led and introduced the new Global Centres within a very short timescale. The management and administration involved with overseas office projects is significant due to the legal, financial and reputational risks involved at an institutional level.

3.13   Current UCDI support for U21 engagement, visiting senior overseas delegations both to Dublin and overseas visits by senior staff and colleagues across the University is to be commended. Staff across the University positively commented on the high quality of support and service provided by overseas staff and by UCDI when coordinating and delivering overseas visits for senior management and high-level inward visits with key strategic partners.

3.14   UCDI has developed and managed the UCD Global Lounge, a space for students, both domestic and international, in the central area to celebrate, support and connect international engagement and ethos across the student community. It was reported to the Review Group that this was one of the first of its kind in Europe and the first in Ireland when launched in 2011. The Global Lounge demonstrates institutional commitment to supporting internationalisation of the student community and provides an excellent physical space for students to receive information, make connections and connect with the services that UCDI offers to domestic and international students.

Recommendations

3.15   It will be important to ensure that the current focus on recruiting non-EU students does not constrain support for other key strategic areas. As part of the implementation of the new Global Engagement Strategy, there would be benefit in considering the current and future function and activities of UCDI, working alongside key professional services, with regards to shared agendas across development and alumni, external relations, communications and marketing, research and innovation. Significant opportunities exist in relation to connecting these agendas around the global engagement plan to deliver greater impact for UCD.

3.16   It will be important to consider how partnership, recruitment and engagement with Europe are delivered alongside other professional services. From discussions with staff during the review, it was apparent that the focus of the activities, services and functions of UCDI is concentrated very strongly on non-EU engagement, recruitment, partnership and student support.

3.17   The function and activities of UCD's global centres should be managed as a network, considered as a specific operational area of the Unit, and a review undertaken as to the level of required administrative support. There are significant opportunities involved in broadening the agenda of the centres beyond international student recruitment and ensuring that these are embedded within the University's regional strategies. It is recommended that before any new centres are considered that there are detailed business plans, appropriate lead times to introduce these complex projects, and an understanding of the resource commitments required from the UCDI operation to support this major initiative.

3.18   UCDI needs to listen and engage more across the University community. It is recommended that communication is prioritised in respect of internal relationships across UCD. Regular communications from UCDI to Schools, Colleges and support services relating to the work of the Unit should be introduced. These should include a planned programme of engagement meetings by the Director with academic and professional service units, so that the community can improve their connectivity and engagement with UCDI staff and their understanding of the services and support available.

3.19   It is recommended, where appropriate, that there is open access to information to ensure that all members of UCDI staff are aware of key internal meetings and also, importantly wider developments related to internationalisation. The introduction of a Director e-update to all staff within the Unit should be considered and this should be available to key senior staff outside the Unit by way of a briefing update.

3.20   The University is encouraged to reconsider the appropriateness of the location and current operation of an academic programme, the Pre Masters Programme (PMP), within UCDI. It is recommended that the programme is reviewed; this involves relevant staff from across the University.

3.21   It is recommended that international admissions and recruitment functions and processes be reviewed with regards to staff who appear to be involved in work that encompasses all of these functions at each stage. This is to ensure that there are appropriate checks and balances where staff directly undertake the sole management of education agents and recruitment, recruitment activity overseas and the subsequent admission of international students. This has particular importance for these operations and activities within the UCD global centres.

3.22   It is recommended that UCD explores how it delivers student support services to a larger and growing cohort of international students. Due to the pressure on existing staff resource within UCDI in this area, there would appear to be opportunities to strengthen the delivery of support to international students as part of wider University support services.

3.23   UCDI is encouraged to review all education agent and partnership contracts to specifically ensure that Irish legislation applies where disputes may occur. This did not appear to be clearly stipulated in the heads of terms and contracts provided to the Review Group. It is further recommended that all contracts are signed and approved by the Vice-President for Global Engagement relating to education agents, universities and other third parties as part of their

delegated authority. The terms and conditions of the education agent contracts relating to commission should be discussed with the Finance Office and the overall size of the network reviewed in relation to risk management. It was unclear from meeting with staff as to who had direct management responsibility for managing the sizeable international network of between 100-150 education agents.

3.24   Staff undertake a significant amount of overseas travel, and as part of the Global Engagement Strategy, it would be worth exploring how greater impact and visibility of overseas activity could be secured across the University via publication of advanced annual plans. UCDI should work with the Communications Office to ensure that the UCD community and alumni are aware of planned international visits and how they can get involved.

3.25   It is recommended that a review of the provision of pre- and in-sessional English Language should be undertaken to address recognised issues within the University.

3.26   As part of the GES, the University may wish to evaluate its interaction with U21 and other networks and how these can add value to UCD activities.

4. Management of Resources

General comment/context

4.1   The Unit currently has 12 permanent, 16 temporary, and 6 hourly paid staff as well as line management of 13 staff located in 4 UCD Global Centres. The majority of staff are under 40. 82% of staff are female, 18% male. The Unit has recently been restructured into six operating teams as follows:

- International Student Recruitment and Admissions

- Study Abroad

- Global Relations and Partnerships

- Global Student Engagement and Support

- Regional Management

- UCD International Administration

4.2   The Review Group considers that the Unit appears to be well resourced in terms of overall budget and staffing levels, but structures and resources will need to be re-examined in the context of the Global Engagement Strategy. There will be significant opportunities for prioritisation and reallocation.

4.3   UCDI is currently located in the Gerard Manley Hopkins building on two floors. This building is shared with commercial, non-related activities. Each floor occupied by UCDI contains open plan offices. The spaces on both floors also contain three cellular offices. The UCDI Reception desk is located on the lower floor, as is the Global Lounge. There is also a staff meeting room. However, some of this accommodation is overcrowded, and teams may be split up, resulting in a negative impact on communication.

Commendations

4.4   The flagship Global Lounge has been most successful in promoting international relations and student support and engagement. International partners and visitors have also commented favourably on this facility.

4.5   The Reception desk located near to the Global Lounge provides students with an effective first point of contact and access to Unit staff in a relaxed atmosphere. The atmosphere is further enhanced by the availability of a number of PCs available for student use.

4.6   As indicated in the SAR (section 1.3, page 10 and appendix 13.7), student feedback on the facilities available in UCDI has been extremely positive.

4.7   The open plan nature of the office spaces is conducive to sharing and exchanging ideas and issues.

Recommendations

4.8   Allocation of existing and new resources to UCDI should be considered in the context of the Global Engagement Strategy (GES) and a new multi-annual plan.

4.9   As previously articulated in Section 2 of this report, the adequacy and sustainability of current staff projections should be examined in the context of the new strategy. An organisational design review, and implementation of a workforce plan should result in more efficient and effective use of resources. Concerns about the risks associated with the temporary nature of staffing in the Unit have already been articulated, and it is recommended that these are addressed as part of the review.

4.10   Within any restructuring, the Review Group recommends that consideration is given to appointing a Deputy Director who would focus on internal management of UCDI, allowing the Director to concentrate on strategic issues and the embedding of the GES.

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4.15   If possible, all Unit staff working in the Gerard Manley Hopkins Building should be co-located, possibly by adapting unused space on the ground floor of the building.

4.16   As noted in Section 3 above, it is recommended that before any new centres are considered that there are detailed business plans, appropriate lead times to introduce these complex projects, and an understanding of the resource commitments required from the UCDI operation to support this major initiative.

5. User Perspectives

General comment/context

5.1   The Review Group noted that feedback from external users about the services provided by UCDI was overwhelmingly positive. Questionnaires completed during preparation of the SAR indicated a high level of satisfaction with the University and with UCDI in particular. International students surveyed were generally enthusiastic about their experience at UCD. The Review Group encountered similar responses in an interview with a group of these students, although they expressed some concerns about the bureaucracy surrounding visa applications, and difficulties in finding accommodation and integrating with the Irish student body.

5.2   The results of the internal stakeholder survey were more mixed. A high proportion of staff surveyed had no opinion about the Unit's role and performance, or indicated that communication by the Unit to other internal units was poor. However, most users who have direct dealings with UCDI and provided feedback were very complimentary about its staff. Academic and support staff across the university commented on how dedicated, hard-working and under-appreciated UCDI staff are, and how they have responded effectively and successfully to rapid expansion during this period of significant change. The Review Group heard from staff who expressed concerns about the potential impact of related stress and

risks to the health of some members of the UCDI team as a result of the demanding goals placed on them.

5.3   From a user perspective, three main areas of concern emerged from the Review Group's consideration of the SAR and from interviews conducted during the visit, aspects of which have been discussed in some detail in earlier sections of this document:

  5.3.1   There is a lack of clarity within the Unit about its role and objectives, with an over-emphasis on recruitment at the expense of other international activities.

  5.3.2   Users have concerns about inadequate communication, both within the Unit and across the rest of the University. This is a priority area of work which should be progressed immediately.

  5.3.3   Staff in academic and support units need to be more globally aware and ensure that services are optimised in order to achieve the University's globalisation objectives.

Commendations

5.4   UCDI staff are widely regarded both externally and internally as professional and knowledgeable and provide a high quality of support to international students.

5.5   Students and external partners are complimentary about the services provided by UCDI.

5.6   Users have praised the new centralised recruitment and admissions system as having been implemented smoothly and effectively to a tight deadline, despite initial concerns.

5.7   Many academic staff commented that UCDI staff in Dublin and in the Global Centres provide a high level of support for international visits and delegations.

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5.9   The UCDI website was widely praised by students and recently won an award for Best Education and Third Level Website.

5.10   The Global Lounge is very popular with international students and is regarded as a very successful and highly-used resource.

Recommendations

Student Experience

5.11   The University is encouraged to embed international activity in its teaching and research strategies, rather than bolt it on. Cultural awareness and sensitivity should underlie all academic and support functions. UCDI could play an important role in fostering staff awareness of the cultural and language adjustments required of international students, for example, through staff training courses and videos, and international events for staff and students. Specific intercultural training should be provided for research supervisors who have a one-to-one relationship with research students.

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5.17 Expansion of the already excellent online support material developed by UCDI is recommended, for example, by providing guidance on healthy lifestyles and how to access health and counselling services.

5.18 As part of the University's commitment to facilitating students, UCD should lobby the Department of Justice to simplify the visa application process, for example, by issuing students with a visa for the entire duration of their study programme.

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5.23 The Review Group noted that the University is currently developing Key Performance and Management Indicators to align with the UCD Strategic Plan. It is recommended that these indicators include targets for international fee income and appropriate Return on Investment indicators.

6. Analysis of SWOT

The Review Group considers that the overall SWOT analysis prepared by UCDI (SAR Section 6) demonstrated a broad appreciation and understanding of the Unit's main strengths, weaknesses, opportunities and threats, which were also noted by the Review Group during examination of the documentation prior to the visit, and from interviews with staff and students during the visit. Most of these are featured in this report.

The Unit's main strengths relate to the quality of its staff members and their commitment, knowledge and professionalism, and how they have adapted successfully in a time of rapid change.

Many of the weaknesses identified in this analysis are due to rapid growth in the Unit's activity in the absence of a clear plan and management structures. There will be an opportunity to address these when the GES is approved.

The Unit has identified many opportunities for UCDI to evolve at an exciting time for globalisation and growth of international activity in the areas of student recruitment, mobility and exchanges, and global partnerships and relationships, but it is critical that these opportunities are followed up in accordance with an overall Unit plan which is linked to the University's global engagement strategy.

An effective Unit plan and risk register should recognize and address the impact of potential external and internal threats.

UCD International – Summary of Commendations and Recommendations

This Appendix contains a summary of all commendations and recommendations made by the Review Group for UCD International and should be read in conjunction with the specific chapter above. *(Please note that the paragraph references below refer to the relevant paragraphs in the report text)*

Planning, Organisation and Management

Commendations

Planning Process

2.14   The transfer of the international admissions service has been implemented well on a short time-scale, with academic staff commending the usefulness of briefing sessions in terms of allaying fears. It is an excellent case study in the transfer of a process which has many stakeholders and sensitivities attached.

2.15   The existing Global Centres have the potential to add significant value, and Global Centre staff based internationally commented that their induction into UCD had been good.

Staffing

2.16   UCDI staff are extremely dedicated and highly motivated, taking on huge workloads and responsibilities. This was recognised and commented on almost universally by other University staff interviewed by the Review Group.

Communication

2.17   UCD has developed a good external profile with its exchange partners and the UCDI team was clearly prominent in this.

Project Management

2.18   Activities have been managed successfully in the face of significant amounts of change and volume increases.

2.19   Student events and orientation are well planned and appreciated by the students.

Recommendations

Planning Process

2.20   It is recommended that the UCD Strategic Plan and new Global Engagement Strategy inform the future development of the Unit, including any restructuring, which should strongly align with the wider global engagement agenda.

2.21   It would be beneficial for UCDI that the Global Engagement Strategy restates the drivers for global engagement and internationalisation. As part of this, consideration should be given to what this means at a domestic level within Ireland, for prospective students, alumni and staff. 'Global' should be built in to all communications, and staff across the wider community should be requested to engage, think and act globally. The forward agenda should not be thought of as being led from UCDI, but rather as a shared institutional priority.

2.22   Once the Global Engagement Strategy is published, UCDI should promptly articulate its mission statement to clarify for the Unit and for the University its role and positioning within UCD's global ambitions. Further restructuring of the Unit should be paused pending the publication of the strategy and full consultation with the Unit on line management coherence.

2.23   This UCDI plan should, agreed in partnership with relevant senior managers, including the VP Global Engagement, Colleges and the Global Engagement Group, be aligned around key themes and establish clear measures of success. It should state simply what the Unit does, its values and priorities for the next 3-5 years across the key thematic areas. It will be important to ensure that staff in each section have an opportunity to engage with the development of the plans for their sections and understand how these and their work articulates with the UCDI plan. Clear operational structures will facilitate staff engagement, with regular team meetings and other opportunities to develop staff participation, for example, away days.

2.24   The University might investigate how it could develop a joined-up approach to respond to the rapid increase in international student numbers and the support mechanisms expected in terms of accommodation, global employability issues for home and international students, student support, lobbying government in improving visa processes etc.

2.25   The University may wish to consider whether internationalisation could be better served in some areas by embedding it within wider structures e.g. student support, and other employability-related initiatives. This would also decrease pressures on individual members of staff holding the remit in UCDI.

2.26   As UCDI moves towards supporting an engagement agenda rather than a recruitment and exchange agenda, there should be closer links with other professional services units such as Development and Alumni Relations, UCD Research, and the Career Development Centre.

2.27   In order to enable the effective delivery of the new UCDI strategy, it might be beneficial if the Director of International Affairs focuses more time on developing internal relationships, rather than on operational issues.

2.28   If there are future plans to develop Global Centres resulting from needs identified in the GES, it is recommended that there are clear strategies for the regions where the Global Centres are located. These strategies should be developed in collaboration with UCD Development and Alumni Relations, UCD Research and the Colleges, to ensure there are clearly defined priorities and realistic expectations.

2.29   Advice should be taken on the related implications and resourcing needs of new Global Centres, as well as explicit entry and exit strategies, in advance of employing any staff. The University may wish to set up a governance and reporting structure for these Centres to a senior management group or to the GEG - while they offer a significant opportunity, they also have the capacity to incur significant financial, legal and reputational risks.

2.30   Academic members of staff commented frequently on the lack of a strategy for engagement with the EU. As part of the GES, it is suggested that the University defines where responsibility for EU recruitment should be located, and how to develop the critical area of strategic partnerships, including relationships with the European Commission.

Staffing

2.31   It is recommended that the roles and responsibilities of the GEG, the Registrar and Vice-President for Academic Affairs, the Vice-President for Global Engagement and the Vice-Principals International are clearly articulated, particularly with regard to their relationship to UCDI and level of support required from the Unit.

2.32   To support the delivery of the new Global Engagement Strategy, it is recommended that UCDI introduces changes to the management and structure of the Unit to ensure well-defined operational units, that all members of staff have clear roles and remits, and that resources are committed to support key agreed strategic areas for the University.

2.33   Staff engagement within the Unit should be viewed as a priority. The team can contribute much more to the success of UCDI and the wider university given their high standards, professionalism and abilities. This should form part of the UCDI workforce plan and staff, at all levels and grades, should be actively encouraged to be involved with this process in terms of its planning, design and delivery.

2.34   Regular staff meetings should be held at senior team level, at section level and periodically for all staff to ensure better awareness of the overall environment and to provide an opportunity for input and exchange of ideas. Global Centre staff should be included in these meetings, either physically or via internet links.

2.35   The introduction of a workforce plan is recommended. This will assist in delivering greater stability in staffing, reduced use of temporary contracts and timely management of contracts. The plan will further assist with business continuity and mitigate risk due to over-reliance on a small number of key positions within the operation. Workforce planning will ensure that UCDI has a clear approach to recruitment and retention, succession planning and talent

management, career views, and identifying staff training and personal development needs. The workforce plan should take account of staff health and well-being issues and the need to maintain a work-life balance. Certainty about their employment status would decrease the risk that these experienced staff will leave, with a loss of corporate memory.

2.36   Communication within the Unit should also be prioritised. There should be a specialised formal induction process for all new members of UCDI staff. Regular SMT, section and plenary meetings should be held, with updates from members of the SMT and the Director.

2.37   It is recommended that increased attention be given to staff reward and recognition within the Unit and that staff be actively encouraged to submit their work for national and international recognition through relevant associations, conferences and networks.

2.38   If a new structure is introduced, there should be open competition for posts and appointed section heads should have responsibility for developing and leading their teams. The section heads should form the new SMT within UCDI and it is recommended that a designated member of the SMT manages the network of global centres.

2.39   It is recommended that UCDI SMT members participate in a senior leadership and management development programme to assist with leading high-performing teams.

Communication

2.40   In any new structure of the Unit, there must be clear responsibility for internal communications. Senior Management Team (SMT) meetings should be frequent and scheduled, minuted and distributed. All staff should have a clear understanding of how they can raise topics with their line manager for management meetings and how they will receive information, priorities and guidance from those meetings. These should be chaired by another member of the UCDI SMT if the Director is not available. Global Centres should be included in the meetings where possible or have the opportunity to raise issues in advance and receive the notes promptly.

2.41   All members of the senior team need to ensure that they have sufficient visibility within the Unit and that their direct reports have regular access, formalised if necessary. They should ensure that they are contactable within reason even when off-campus.

2.42   There should be a much clearer, better-communicated annual activity plan across UCDI and the Colleges.

2.43   Given the growth of the international student community and the strategic focus to be placed on student mobility, the volume and demand being managed within student support and study abroad requires to be addressed through discussions and communication with staff across the University.

Project Management

2.44   The Unit should concentrate on core functions and put more thought into the rationale and planning of activities. Care should be taken that requests to undertake work are not presented in an ad-hoc, informal manner, but as part of planned and understood workloads with clear parameters.

2.45   A risk register should be developed and actively managed for the Unit if this does not already exist so that the University can be assured that risks are being managed appropriately.

Functions, Activities and Processes

<u>Commendations</u>

3.10   UCDI staff are professional, committed and respected by colleagues across the University and by external partners. The staff members are a considerable asset to UCD and the recruitment and selection of such a professional team is to be commended. Staff from outside the Unit spoke very highly of the support, advice and guidance provided by UCDI staff on a range of projects and in many cases these would not have succeeded without their support. From speaking with UCDI staff, their genuine commitment to internationalisation and what this means to the wider UCD community and values, is to be commended.

3.11   The Unit has delivered success with regards to the admission and recruitment of non-EU international students, exceeding targets that were set by the Global Engagement Group. Linked to this, the management of the admissions and recruitment process for non-EU international students is to be commended and has been delivered within a short timeframe with robust management information.

3.12   UCDI is to be commended for its management of a range of functions and services during a period of rapid growth and increased demand for services and support from this cohort, alongside increased outward mobility opportunities. In addition, the Unit has led and introduced the new Global Centres within a very short timescale. The management and administration involved with overseas office projects is significant due to the legal, financial and reputational risks involved at an institutional level.

3.13   Current UCDI support for U21 engagement, visiting senior overseas delegations both to Dublin and overseas visits by senior staff and colleagues across the University is to be commended. Staff across the University positively commented on the high quality of support and service provided by overseas staff and by UCDI when coordinating and delivering overseas visits for senior management and high-level inward visits with key strategic partners.

3.14   UCDI has developed and managed the UCD Global Lounge, a space for students, both domestic and international, in the central area to celebrate, support and connect international engagement and ethos across the student community. It was reported to the Review Group that this was one of the first of its kind in Europe and the first in Ireland when launched in 2011. The Global Lounge demonstrates institutional commitment to supporting internationalisation of the student community and provides an excellent physical space for

students to receive information, make connections and connect with the services that UCDI offers to domestic and international students.

Recommendations

3.15   It will be important to ensure that the current focus on recruiting non-EU students does not constrain support for other key strategic areas. As part of the implementation of the new Global Engagement Strategy, there would be benefit in considering the current and future function and activities of UCDI, working alongside key professional services, with regards to shared agendas across development and alumni, external relations, communications and marketing, research and innovation. Significant opportunities exist in relation to connecting these agendas around the global engagement plan to deliver greater impact for UCD.

3.16   It will be important to consider how partnership, recruitment and engagement with Europe are delivered alongside other professional services. From discussions with staff during the review, it was apparent that the focus of the activities, services and functions of UCDI is concentrated very strongly on non-EU engagement, recruitment, partnership and student support.

3.17   The function and activities of UCD's global centres should be managed as a network, considered as a specific operational area of the Unit, and a review undertaken as to the level of required administrative support. There are significant opportunities involved in broadening the agenda of the centres beyond international student recruitment and ensuring that these are embedded within the University's regional strategies. It is recommended that before any new centres are considered that there are detailed business plans, appropriate lead times to introduce these complex projects, and an understanding of the resource commitments required from the UCDI operation to support this major initiative.

3.18   UCDI needs to listen and engage more across the University community. It is recommended that communication is prioritised in respect of internal relationships across UCD. Regular communications from UCDI to Schools, Colleges and support services relating to the work of the Unit should be introduced. These should include a planned programme of engagement meetings by the Director with academic and professional service units, so that the community can improve their connectivity and engagement with UCDI staff and their understanding of the services and support available.

3.19   It is recommended, where appropriate, that there is open access to information to ensure that all members of UCDI staff are aware of key internal meetings and also, importantly wider developments related to internationalisation. The introduction of a Director e-update to all staff within the Unit should be considered and this should be available to key senior staff outside the Unit by way of a briefing update.

3.20   The University is encouraged to reconsider the appropriateness of the location and current operation of an academic programme, the Pre Masters Programme (PMP), within UCDI. It is recommended that the programme is reviewed; this involves relevant staff from across the University.

3.21   It is recommended that international admissions and recruitment functions and processes be reviewed with regards to staff who appear to be involved in work that encompasses all of these functions at each stage. This is to ensure that there are appropriate checks and balances where staff directly undertake the sole management of education agents and recruitment, recruitment activity overseas and the subsequent admission of international students. This has particular importance for these operations and activities within the UCD global centres.

3.22   It is recommended that UCD explores how it delivers student support services to a larger and growing cohort of international students. Due to the pressure on existing staff resource within UCDI in this area, there would appear to be opportunities to strengthen the delivery of support to international students as part of wider University support services.

3.23   UCDI is encouraged to review all education agent and partnership contracts to specifically ensure that Irish legislation applies where disputes may occur. This did not appear to be clearly stipulated in the heads of terms and contracts provided to the Review Group. It is further recommended that all contracts are signed and approved by the Vice-President for Global Engagement relating to education agents, universities and other third parties as part of their delegated authority. The terms and conditions of the education agent contracts relating to commission should be discussed with the Finance Office and the overall size of the network reviewed in relation to risk management. It was unclear from meeting with staff as to who had direct management responsibility for managing the sizeable international network of between 100-150 education agents.

3.24   Staff undertake a significant amount of overseas travel, and as part of the Global Engagement Strategy, it would be worth exploring how greater impact and visibility of overseas activity could be secured across the University via publication of advanced annual plans. UCDI should work with the Communications Office to ensure that the UCD community and alumni are aware of planned international visits and how they can get involved.

3.25   It is recommended that a review of the provision of pre- and in-sessional English Language should be undertaken to address recognised issues within the University.

3.26   As part of the GES, the University may wish to evaluate its interaction with U21 and other networks and how these can add value to UCD activities.

Management of Resources

<u>Commendations</u>

4.4   The flagship Global Lounge has been most successful in promoting international relations and student support and engagement. International partners and visitors have also commented favourably on this facility.

4.5   The Reception desk located near to the Global Lounge provides students with an effective first point of contact and access to Unit staff in a relaxed atmosphere. The atmosphere is further enhanced by the availability of a number of PCs available for student use.

4.6   As indicated in the SAR (section 1.3, page 10 and appendix 13.7), student feedback on the facilities available in UCDI has been extremely positive.

4.7   The open plan nature of the office spaces is conducive to sharing and exchanging ideas and issues.

<u>Recommendations</u>

4.8   Allocation of existing and new resources to UCDI should be considered in the context of the Global Engagement Strategy (GES) and a new multi-annual plan.

4.9   As previously articulated in Section 2 of this report, the adequacy and sustainability of current staff projections should be examined in the context of the new strategy. An organisational design review, and implementation of a workforce plan should result in more efficient and effective use of resources. Concerns about the risks associated with the temporary nature of staffing in the Unit have already been articulated, and it is recommended that these are addressed as part of the review.

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UCD International – Response to the Review Group Report

UCD International welcomes the Quality Review Report and are particularly pleased to note the commendations and examples of good practice identified by the Review Group in this Report and the acknowledgement that UCD International staff '*are committed, knowledgeable, professional and motivated, and are widely appreciate around the University*'. The good practices recognised by the Review Group are those which UCD International will build upon into the future.

UCD International places a high value on the Periodic Quality Review process. The task of developing the Self-Assessment Report (SAR) was a valuable reflective exercise, which facilitated UCD International in reviewing its position from a number of perspectives, highlighting and confirming our strengths and opportunities, identifying areas of good practice and evaluating our weaknesses and challenges in a systematic way. The SAR will provide the framework for the development of the Quality Improvement Plan, together with the Review Report itself. Enormous effort was put into the preparation of the SAR, and sincere thanks is owed to all those who contributed, particularly staff in UCD International but also all those colleagues and students who provided feedback through workshops and questionnaires.

The Site Visit was a very positive experience and we wish to acknowledge the efforts of the Review Team in that regard. The Exit Presentation was a particular highlight, during which very many commendations were issued. We welcome the endorsement of the Review Group for our activities and will carefully consider the recommendations during the Quality Improvement Planning process. UCD International wishes to thank the Review Group for their time, expertise and constructive comments, both at the visit and in their helpful Report.

With specific reference to the prioritised recommendations identified by the Review Group, the Unit's initial proposals/comments are outlined below:

i. **The future development of UCD International should be informed by the University College Dublin Strategy 2015-2020 and the Global Engagement Strategy and act as a driver of the Unit's activities and planning processes**

    UCD International are actively working with the UCD Vice President (VP) for Global Engagement towards this end, in supporting major strategic initiative 4 of the UCD Strategy 2015-2020, 'Engaging Globally.'

ii. **Implement changes to management and internal structures to ensure clearly defined roles and responsibilities, and improve communication within the Unit. This should also include the development of a workforce plan, incorporating greater stability for staff, with reduced use of temporary contracts**

UCD International acknowledges the need to provide greater coherence and clarity around structures, roles and responsibilities within the Unit. It accepts that improving the communication structures and flow, along with the other important HR related recommendations of the Review Group, will increase staff morale and ultimately contribute to staff retention within the Unit. The Global Engagement Strategy will inform any structural changes going forward.

iii.   Facilitate Unit staff in each section to set aside time for planning and budgeting

UCD International accepts that during the recent period of rapid change within the Unit, the imperatives of planning and budgeting have not always received adequate time and attention. The Unit is committed to ensuring that appropriate time is set aside and devoted to these important processes in the future.

iv.   To maximize impact, develop regional strategies that coordinate activity, with defined roles and responsibilities for Global Centre staff

The University College Dublin Strategy 2015-2020 and the Global Engagement Strategy will play a critical role in the development of these regional strategies. UCD International will work closely with the VP for Global Engagement to clarify and define the roles and responsibilities of Global Centre staff.

v.   Improve links between UCD International and other units in the University by enhancing communications with academic departments and professional services

UCD International has endeavoured to communicate to academic units and professional services through identified and established channels. The Unit acknowledges internal communication could be further strengthened to improve links throughout the university. UCD International will continue to improve our internal communication structures, both formal and informal, as the Review Group recommends.

vi.   Give all Unit staff the opportunity to engage with development of the Global Engagement Strategy

UCD International has already moved in this direction by arranging a workshop to provide all staff with the opportunity to discuss and contribute feedback on the Global Engagement Strategy. This workshop took place on February 1st, 2016 and the outcomes of the session have been shared with the VP for Global Engagement.

UCD International

Quality Review Site Visit 24-27 November 2015

TIMETABLE

Pre-Visit Briefing Prior to Site Visit – Tuesday, 24th November	
17.00-18.45	RG meet to review preliminary issues and to confirm work schedule and assignment of tasks for the site visit – **RG and UCD Quality Office only**
19.30	Dinner for the RG hosted by Dean of Undergraduate Studies and Deputy Registrar for Teaching & Learning

Day 1:	Wednesday 25th November
Venue:	G4, Daedalus Building & UCD Global Lounge, Gerard Manley Hopkins International
08.45 - 09.15	Private meeting of Review Group
09.15 - 09.45	Skype meeting with Deputy President and Registrar
10.00 - 10.30	Meeting with Deputy Registrar Teaching & Learning and Dean of Undergraduate Studies, and Deputy Registrar and Dean of Graduate Studies
10.30 - 11.15	Meeting with Director of International Affairs
11.15 -11.45	Guided tour of UCD International facilities accompanied by Director of International Affairs
12.00 - 12.30	Overview meeting with International Student Recruitment and Admissions Team
12.45 – 13.15	Overview meeting with Administration Team
13.15 – 14.00	Lunch
14.00 -14.30	Overview meeting with Student Experience and Student Support Team

14.45 - 15.15	Overview meeting with the Study Abroad Team
15.15 - 15.30	Refreshments
15.45 -16.15	Overview meeting with Global Relations and Partnerships Team
16.30 – 17.00	Meeting with UCD Bursar
17.00 – 17.30	Meeting with North America Global Centre Representative
17.30 - 18.00	Meeting with Vice- President for Global Engagement

Day 2:	**Thursday 26th November**
Venue:	G4, Daedalus Building
08.00	Review Group Meet
08.10 – 08.40	Skype meeting with South East Asia Global Centre Team
08.50 – 09.20	Skype meeting with China Global Centre Team
09.30 – 10.00	Skype meeting with India Global Centre Team
10.00 – 10.15	Refreshments
10.15 – 11.00	Meeting with Vice Principals for International
11.15 – 12.00	Meeting with Directors/Heads of Support Units
12.15 – 13.00	Meeting with UCD Heads of School
13.00 – 14.00	Lunch with current UCD international students
14.00 – 14.45	Meeting with UCD College Principals
15.00 – 15.30	Meeting with HR Partner and Finance Partner
15.30 – 15.45	Refreshments
15.45 – 18.00	Private meetings with UCD International Staff
Day 3:	Friday 27th November
Venue:	G4, Daedalus Building & UCD Global Lounge, Gerard Manley Hopkins International Centre
09.00 – 12.45	Preparation of draft report and exit presentation
12.45 – 13.30	Working lunch for Review Group (including brief discussion with Quality Office, if required)

13.30 – 14.00	Skype meeting with Deputy President and Registrar to feedback initial outline recommendations.
14.45 – 15.00	Meeting with Director of International Affairs to feedback initial outline recommendations.
15.00 – 16.00	Exit presentation to UCD International Staff **Location:** UCD Global Lounge, Gerard Manley Hopkins International Centre