



Ulster University Outcome Agreements

Introductory Statement

1. Ulster University Strategic Context – Purpose, Values and Aims

Ulster University's purpose, as a multi-campus university, is transformative, unlocking the potential of people, place and partnership to build sustainable futures for all. Through our activities the university maintains a dual focus on research and teaching while actively driving social mobility and civic engagement.

Our regional model is distinct; with campuses in Belfast, Coleraine and Derry~Londonderry, as well as our Jordanstown Sports Village. Through many collaborative partnerships, both locally, regionally and on the global stage, Ulster University is making a difference every day and is having a lasting impact for individuals and communities alike.

Our strategy focuses all actions on the delivery of our purpose, guided by our values of integrity, collaboration, inclusion and enhancing potential, to delivery our aims as a university:

- Enhancing the learning and social experiences of students
- Through the creation and dissemination of knowledge, enhance outcomes for students, society and cultural life, and the economy
- Enhance the working lives and development opportunities of our staff.

2. Ulster University Strategy Focus – People, Place and Partnership

Our commitments focus on the tangible acts that will concentrate our efforts to progress strategic success in the areas of People, Place and Partnership:



- i. People:
 - Our Students – maximising the life chances of people from all backgrounds, enabling access to transformative university experience, to catalyse their potential and equip them to make their personal impact on the world.
 - Our Staff – creating the conditions, frameworks and approaches to enable people to achieve and exceed both their own career aspirations and the University’s ambitions.
 - Our Society – to build sustainable futures for all in society. From across Northern Ireland, our research is addressing the grand challenges of the world and our teaching is providing people with new skills so they can enhance their own life choices and outcomes for society.

- ii. Place:
 - Regional commitment – bringing the benefits of our research and teaching expertise to the wider regional, driving innovation, investment and access to opportunity.
 - Space – vibrant spaces designed to inspire collaboration and deliver transformative experiences for all.
 - Community – supporting the development of communities, rich in the cultural, health, wellbeing and wider resources that our University presence provides.

- iii. Partnership:
 - Internal University Community – nurturing the innate spirit and drive within Ulster, working together, consistently creating anew and delivering for our distinctive community.
 - External and Regional Community – working in partnerships with policy makers and employers to create a pipeline of highly skilled graduates fit to take their place and make an impact.
 - Global Community – engaging with our global partners to create transformational learning and research opportunities that inspire, develop and support our students and staff to reach new horizons.



3. Ulster University Alignment with the Department for the Economy's Strategic Priorities

Ulster University's focus on People, Place and Partnership guides our planning and delivery with a purpose: to deliver Sustainable Futures for All. The University strategy was brought forward with the institution's ambition at its core but not in isolation from the regional economic, prosperity and quality of life aspirations. Highlighting the key areas of alignment of the Universities strategic operationalisation to the department and the Minister's intent through Outcome Agreements demonstrates effectively our shared ambition for our region.

4. Annex A Completion Notes

The commitments delivered by Ulster University closely align with the DfE's priorities. They serve as a roadmap for executing operational plans that establish the goals and objectives for each academic year.

This alignment is illustrated by some pivotal activities in Annex A. This lists only the essence of the workstreams that will advance the stated commitment and DfE strategic priority; it is by no means an exhaustive inventory of all activities.

As a data-rich University, we employ a wide range of metrics to monitor our development, determine when important outcomes have been attained, and direct our course of action. Our emphasis is on action-oriented objectives rather than data-driven targets, and this is reflected within the "What success looks like" response.

Annex A Outcome Agreements

DfE Strategic Priorities	What we will do	What the impact will be	What success looks like
A regionally balanced economy	<i>Commitment 3: Maintaining a multi campus model for our region-wide delivery:</i>	<i>Because wider geographical presence drives wider opportunities for participation in higher education</i>	<i>Driving the regional economy Creating opportunities for all</i>
	Collaborate with the DfE Taskforce. Target student growth through a bespoke portfolio of programmes. Develop the infrastructure to support campus balance.	Increased student enrolment and HE engagement. Infrastructure investment. Diverse programme offering. Local economic impact. Local participation opportunity. A catalyst for economic development in the NW region.	Year on year student intake progression towards 10,000 students in Derry ~ Londonderry. Tangible progress towards a campus infrastructure capable of accommodating 7,500 students in Derry~Londonderry. Maintained student numbers in Coleraine.
Addressing skills imbalances	<i>Commitment 6: Being a key partner for industry:</i>	<i>Because shared life experiences define our society</i>	<i>Driving innovation Building a skills pipeline for the economy and wider society</i>
	Continue to develop the STEM (STEAM) Pipeline – through funding initiatives eg Skill Up, AICC etc.	Provide funded opportunities for reskilling and upskilling to improve the pipeline to employment and equity of opportunity.	Continued positive outcomes on the Skill Up Survey and UU Recruitment Outcomes.
	Apprenticeship development in collaboration with industry and sector requirements to support opportunities to upskill and reskill.	Work based learning and skills providing a pipeline for development opportunities.	Increased apprenticeship programmes and engaged apprentices.

DfE Strategic Priorities	What we will do	What the impact will be	What success looks like
		Providing opportunities for those who are capable and able but would not have HE open as a route due to financial burden.	
	Innovative course development.	Design and deliver business relevant courses founded on creativity and entrepreneurship in order to catalyse innovation.	Positive progress for student intake and progression results.
	Graduate Outcomes focus via Employability and Graduate Futures.	To continually improve the experience of future students to ensure strong career path preparations and post HE experiences to inform future ways of working.	Continued progression of GO Highly Skilled Employment and Work and Further Study results.
Creating cultural lifelong learning	<i>Commitment 7: Being a key partner for the cultural and social life of our communities:</i>	<i>Because shared life experiences define our society</i>	<i>Enacting outreach, transforming lives Partnering with the community</i>
	Continued growth of The Centre for Apprenticeship Skills and Flexible Education providing personal and professional development course opportunities / micro-credentials.	<p>Delivery of UG and PG Short Courses supporting credit accumulation to a personalised award and therefore increasing graduate employability.</p> <p>Access to Higher Education – through access courses, foundation degrees, PT study and certificate of personal and professional Development.</p> <p>Employers and Adult Learning providing accreditation, tailored learning, continued professional development and degree apprenticeships.</p>	Positive student intake and progression results.
	Community Engagement and Pathway to Success: to develop young people and adults' pre-entry	Positively raising aspirations and developing clear pathways to UU.	Engagement and uptake increase across initiatives and funding opportunities.

DfE Strategic Priorities	What we will do	What the impact will be	What success looks like
	aspiration and attainment raising.	Influencing individuals and communities across the region by delivering: The Science Shop Access ambassadors Fostering Aspiration Activities Community Learning Social Justice Hub	
Enhancing digital skills	<i>Commitment 5: Investing in a broad-based research-led higher education offering</i>	<i>Because knowledge creation should not be constrained</i>	<i>Offering a diverse portfolio of courses Fusing research and teaching to address the challenges of our time</i>
	<i>Commitment 6: Being a key partner for industry partner for industry</i>	<i>Because our research, skills and talent development give us and employers a competitive edge</i>	<i>Driving innovation Building a skills pipeline for the economy and wider society</i>
	As part of City and Growth Deals, currently undertaking the Digital Skills Assessment to evaluate skills requirements, examine existing provision, identify gaps, present good-practice, and present recommendations to enhance skills development and address workforce needs eg: Artificial Intelligence Collaboration Centre Hartree National Centre for Digital Innovation programme.	Driving the adoption of digital technologies and practices, along with developing a digitally skilled workforce through associated Employability & Skills programmes. Guiding transformational change to how people live, work, and participate in society and the economy. Supporting SMEs to improve their competitiveness and growth through the adoption of digital technologies.	Increased business awareness and adoption of Artificial Intelligence (AI) technology to boost competitiveness and productivity across all industries including logistics, finance, life-sciences, manufacturing and Agri-Tech. Greater industrial innovation and collaboration with academia to increase both local and FDI investment.
	Development of a EPSRC Centre for Doctoral Training in Digital Health Technologies known as Tech4Health. This will be delivered at UU’s Centre for Digital Healthcare Technology.	Training the next generation of digital health researchers and innovators who will develop and advance the future state of digital health technologies.	Recruitment and progress of 75 PhD researchers with an anticipated 50:50 split between Ulster and UCL.

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	<p>Curated teaching and research programmes engaging and enhancing digital skill provision based on the 'needs of the employment sectors' eg</p> <p>Animation – specialising in computer animation for games, VFX, feature and TV animation Biomedical Engineering – combining engineering with medical sciences to design and create equipment, devices, computer systems and software. Business Technology Cinematic Arts – virtual, green screen etc</p>	<p>Focusing on novel digital solutions to enable transformational improvement of care pathways and outcomes.</p> <p>Providing bespoke skills pipeline for regional industry and employment with a major focus on digital skills.</p>	<p>Continued progression of GO Highly Skilled Employment and Work and Further Study results.</p>
<p>Widening access and participation</p>	<p><i>Commitment 8: Take proactive stances on equality, diversity and inclusion:</i></p> <p>An ambitious WAP Plan - Apprenticeships, skills, GOE and flexible education – developing alternative contracts and funded pathways of higher education. WAP Learning Enhancement Projects PASS (Peer-assisted Study Skills) Studiosity support initiatives Attendance Monitoring Carers’ Crisis Fund WAP Travel Bursaries Step – Up funding deployment Financial Support eg travel bursaries, scholarships etc</p>	<p><i>Because togetherness and partnership enrich us and our work</i></p> <p>Proactive and targeted interventions.</p> <p>Supporting retention and success.</p> <p>Technology driven academic support and attendance monitoring.</p> <p>Providing the means to engage.</p>	<p><i>Celebrating all people Providing opportunities for all communities</i></p> <p>Improved retention and non-progression statistics for those within widening access criteria.</p> <p>Progression assessment regarding:</p> <p>Module Evaluations Hardship Fund Usage Demographic Data Digital Experience Insights Survey CHERP Revalidation Numbers CAQE granular student outcomes.</p>

DfE Strategic Priorities	What we will do	What the impact will be	What success looks like
	Research and Analytics and Taking Boys Seriously: proactive development and delivery.	Encompasses participation, retention and success intervention for MDM UGs, MDM UG young males, students with a disability, adult learners, care leavers, students of ethnicity, areas of deprivation, areas of disadvantage.	Enhanced analytics to monitor and understand for optimisation future progress and success.
	Student Boost Internship & Graduate Boost- Collaborative opportunity for education, employers and specialist organisations, and graduates with a disability from any subject discipline, to come together to look at how we can support inclusive recruitment, onboarding, and early career transition into employment.	Practical skills and valuable exposure to industry. 15 inclusive internships. Striving to support every student to succeed in their careers and making meaningful contributions to society. Supporting students and graduates with disabilities in securing meaningful employment.	Continued progression of GO Highly Skilled Employment and Work and Further Study results.
	Supporting Student Diversity – Phase 1 Engagement with development opportunities designed to develop confidence in teaching, assessing, and supporting diverse cohorts. Relating to: International Students; RARs; Specific Disabilities; ND students.	Supporting opportunity for successful progression for all.	RAR engagement progress. Progression rates. NSS progress.
Research and innovation	<i>Commitment 5: Investing in a broad-based research-led higher education offering:</i>	<i>Because knowledge creation should not be constrained</i>	<i>Offering a diverse portfolio of courses Fusing research and teaching to address the challenges of our time</i>
	UU Research Strategy 23/28 & Strategic Research Themes: <ul style="list-style-type: none"> - Challenging Inequality and Division - Building the Sustainable World 	To conduct world-class research that has a transformative impact on societies locally and globally, challenging inequality, building the sustainable	Progress across: Research Grants Awards Research Income Compliance and % Integrity Completions

DfE Strategic Priorities	What we will do	What the impact will be	What success looks like
	<ul style="list-style-type: none"> - Accelerating Data Futures - Transforming Health - Inspiring Creativity and Innovation <p>Focused on enhancing research culture and environment.</p>	<p>world, accelerating data futures, transforming health, inspiring creativity and innovation.</p> <p>To develop our researchers, our research portfolio and our research community, increasing the excellence, intensity and value of our research and impact.</p> <p>To develop and promote an open, diverse, supportive and sustainable research culture, promoting cooperation and collaboration between researchers and our partners.</p> <p>To place research and innovation at the heart of Ulster’s strategic direction, investing in partnerships and the infrastructure upon which research can thrive.</p>	<p>Research Performance SRR Staff Proportion Postgraduate Research Experience Survey (PRES). League Tables.</p>
	<p>UU Knowledge Exchange Strategy & IUL – deliver the Knowledge Exchange Strategy & continue to progress the University’s wholly owned technology commercialisation company, managing an evergreen investment fund, a portfolio of technology company investment and commercialisation of the University’s intellectual property portfolio.</p>	<p>Local economy contribution.</p> <p>Business partnership.</p> <p>Stimulating innovation and productivity improvement through engagement.</p> <p>Creating commercial impact from university knowledge and research.</p>	<p>Progress within innovation – Value of Knowledge Exchange Contracts.</p>

DfE Strategic Priorities	What we will do	What the impact will be	What success looks like
	City Deals continued progression to delivery: <ul style="list-style-type: none"> - Centre for Digital Healthcare Technology (CDHT) - Studio Ulster - Cognitive Analytics & Digital Robotics Innovation Centre (CADRIC) - School of Medicine (SoM) incl CITRIC and MedWest - Centre for Food & Drug Discovery 	Wide ranging impact across: Sustainability leading technology and process. ‘Plugging’ multiple skills gaps. Research, development and innovation. Creating centres of excellence. Industry beneficial partnerships. Develop highly skilled graduates. Enhanced regional reputation.	Delivery progress as per project planning gateways.
	PhD provision within the Doctoral College: to attract the highest calibre PhD researchers, ensure they receive consistently excellent research training, disseminate the findings of their research in appropriate outlets, graduate within appropriate timescales and gain postgraduate level employment which utilises their research skills, subject expertise, or both.	Development of the next generation of researchers, cultivating the innovative interdisciplinary research and the internationalisation of our PhD research. Facilitating the talent pipeline into industry.	PGR Recruitment progress (incl international provision). PRES Satisfaction Scores. PGR Completion rate. Number and Type of funding sources.
	Bespoke Programme Delivery: <ul style="list-style-type: none"> - Studies Allied to Built Environment Research (SABER) - Research on Property and Planning (RPP) - Hydrogen Safety Engineering and research (HySAFER) 	Building vibrant teaching and research capacity across regional campuses. Facilitating talent pipeline into regional industry.	Increased applied research output. Continued progression of GO Highly Skilled Employment and Work and Further Study results.

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	<ul style="list-style-type: none"> - Fire Safety Engineer in Research and Technology Centre (FireSERT) - The Architectural Research Group (ARG) - Centre for Sustainable Technologies (CST) 	<p>Develop and enhance new curricula and partnerships.</p> <p>Institutional and civic contribution through initiatives.</p>	
Tertiary education	<i>Commitment 2: Providing a vibrant campus-based higher education:</i>	<i>Because learning is fundamentally a social activity</i>	<i>Investing in spaces for people</i> <i>Investing in places for communities</i>
	<p>Educational Outreach: Portfolio of pre-entry aspiration and attainment raising programmes designed for young people across NI to enrich the UU student pipeline.</p> <p>Virtual Campus to experience the campus before becoming a student (WAP & Outreach)</p>	<p>UU Discovery Academy to engage and inspire young people to explore pathways.</p> <p>Manchester United Partnership, delivering in all schools across Foyle.</p> <p>Additional industry partnerships that will raise awareness of career choices and degree alignment.</p>	<p>Over 2,000 school visits.</p> <p>Increased aspiration to progress to university.</p> <p>Increased interest in engaging with education in underrepresented subjects.</p> <p>Enhanced teacher academic contact.</p>
	<p>Open day engagement: To highlight the benefits of progressing to HE and advising on how to apply to Ulster University.</p>	<p>The Market and Schools Engagement Team deliver school presentations, exhibitions and careers evenings. At these events, advice is delivered to both families and students as well as to heads of careers.</p>	<p>Direct targeting of 94% of schools and colleges in NI.</p> <p>Positive student intake and progression results.</p>
	<p>Stakeholder and partner engagement, including but not limited to:</p> <ul style="list-style-type: none"> - Northwest Tertiary Education Cluster - Tertiary Education Senior Leaders Forum 	<p>Enhanced cross sector collaboration, primarily across key policy and strategic endeavours.</p>	<p>Joined up sectoral approach to policy and strategic matters.</p>

DfE Strategic Priorities	What we will do	What the impact will be	What success looks like
	Enhancing the transformative potential of UU: commitment to high quality student experiences EDGE Framework Student Success Centre Phase 2 Graduate Attributes Inter Professional Education	Creating authentic inter and multi professional educational experiences for students.	Continued progression of GO Highly Skilled Employment and Work and Further Study results. Positive student intake and progression results.

Wider Contributions	What we will do	What the impact will be	What success looks like
UU Sustainability Agenda	Place sustainability at the centre of what we do. Proactively managing our impact and contribution through: Responsible Futures Curriculum Programme Carbon Literacy Training & Reward Net Zero Carbon Reduction Estates Climate Strategy delivered through capital development, renewables and energy improvement projects and initiatives.	Reduced Carbon Emissions. Regulatory compliance. Enhanced green credentials. Future proofed operations. Elevated brand. Increased energy efficiency. Engaged graduates focused on an obligation to future generations.	Continuation of reduced carbon emissions year on year.

<p>International Engagement</p>	<p>Continue to actively attract international students and build the UU international reputation: International Student Engagement Transnational Partnerships International Pathway College</p>	<p>Increase skill supply. Increase productivity in the economy. Strengthen cultural understanding.</p>	<p>Continued increase and progression of in country international students and transnational students, from a diverse portfolio of countries.</p>
<p>Community Partnerships</p>	<p>Partnering with our regional community: Community Benefit Frameworks in partnership with three campus communities. Working with Community Partners and Academic Staff to cocreate community outreach activity that promotes fair access, progression and success at Ulster: Access Ambassador Programme, Fostering Aspirations, Science Shop</p>	<p>To realise the social, educational, environmental and economic benefits to the local community, regionally, that will arise from each campus.</p>	<p>Increased engagement across all programmes. Increased aspiration to progress to university. Increased interest in engaging with education in underrepresented subjects.</p>
<p>Industry Partnerships</p>	<p>Ensuring balance between a social learning pedagogy and an appropriately supported delivery model that together create differential value for learning communities across campuses and alignment between sub-regional economic needs across NI and the teaching undertaken: UUBS Innovation group and Integrated Curriculum Design Framework. Graduate Futures Programme: CO-curricular opportunities. Graduate employers' partnership. Networking students from all backgrounds</p>	<p>Business engagement to inform teaching. International business research across: Consumer Insight Enhancing Productivity Leadership Small Business Financial Technology. Industry ready graduates. Enhance outcomes for students, society, cultural life and the economy. Providing opportunities for students to develop outstanding graduate profiles.</p>	<p>Continued progression of GO Highly Skilled Employment and Work and Further Study results.</p>



'Shared Island' partnerships	Facilitation of the reduction of the barriers for study and HE investment between the two jurisdictions in Ireland through: Teaching and research cooperation between UU and Atlantic Technological University – Donegal. Collaborative engagement with the NW Tertiary Education Cluster.	Transform education in the NW. Foster new jobs and economic growth. Fulfil commitments to New Decade New Approach. Deepen health and education links across the island.	Number and Type of funding sources. Regional Campus investment and balance. Joined up approach for the benefit of student uptake and progression.
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Signatories

The University and the Department for the Economy agree to work in partnership with each other in line with the arrangements set out in this Outcome Agreement.

A handwritten signature in black ink that reads 'P. Bartholomew'.

Signed:

Name: Prof. Paul Bartholomew

Position: Vice-Chancellor and President, Ulster University

Date: 8th August 2024

A handwritten signature in brown ink that reads 'Conor Murphy'.

Signed:

Name: Conor Murphy MLA

Position: Minister for the Economy

Date: 30 September 2024