



## **College of Business and Law**

### **Annual Report to Governing Body**

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## **1. Introduction**

The College of Business and Law is pleased to present its annual report to Governing Body.

The College is unique in having two Schools - the School of Law and the Cork University Business School (CUBS). The latter comprises four business departments – Economics, Accounting, Finance and information Systems, Food Business and Development and Management and Marketing. The Department of Government is currently also in CUBS although a separate process is underway to support the reassignment of the Department to the College of Arts, Celtic Studies and Social Sciences where it is expected to join the School of Sociology and Philosophy. In line with the College Rules, newly revised Rules must be adopted in June 2017 and there is a process currently underway that takes into account the operation of the existing Rules, the demands of the Principal Statute and the imperatives created by international accreditation.

Since the College Rules came into force in December 2014, the College and its Schools have been transitioning to the new structures. This period has seen unprecedented change with new appointments, the creation of new roles and ways of working and a building momentum around the goals of achieving international accreditation and higher world rankings. In addition, the College has supported the achievement of University objectives, including the acquisition of IMI and leadership in Entrepreneurship. It has also continued to deliver on the day-to-day priorities of providing an excellent learning experience for our students, creating research and knowledge and engaging externally with impact. The section that follows summarises the College's main achievements in 2016 and the report then sets out the three main challenges foreseen. The appendices contain supplementary information on student data and recruitment; internationalisation; programme development; teaching and learning; research; staffing; finance and the specific issues of entrepreneurship, IMI integration and CUBS accreditation.

## **2. Overview of Achievements in 2016 - A dynamic environment of change and growth**

For the College of Business and Law, 2016 has been a year of very significant growth and change. Our two newly established Schools – the Cork University Business School and the School of Law - have begun to make their institutional mark as strong, branded Schools with a clear identity and purpose, and as the Schools have consolidated, the role of the College has also changed. The foundations for the restructured College, effected in December 2014, were reported last year. 2016 saw the implementation of these new structures and the realisation of a number of the baseline objectives towards an accredited Business School and an internationally top ranked School of Law. We continued to deliver on University priorities – like increased international recruitment for example – and, in addition, lead University strategy in a number of key areas including the acquisition of the Irish Management Institute and assuming leadership for Entrepreneurship at University level in collaboration with key stakeholders.

**In the development of CUBS**, the following key strategic developments were notable:

- Ten professorships were successfully filled in the single biggest recruitment exercise undertaken by the University;
- The old Cork Savings Bank, Lapps Quay, Cork, was acquired by UCC for development as a centre for executive education;
- Substantive engagement was undertaken with AACSB regarding accreditation of the Business School with significant baseline work achieved in support of accreditation, including establishing required Assurance of Learning processes for CUBS programmes;
- A new branding and digital platform was developed and launched.

**In the School of Law**, the following achievements were notable:

- Law retained its position in the Top 150 Law Schools in the world according to QS (increasing its performance in all areas);
- New postgraduate programmes were introduced, namely the LLM Marine and Maritime Law, in collaboration with the Irish Naval Service, and the LLM Environmental and Natural Resources Law;
- The establishment of the Centre for Environmental Law served to consolidate Law's international reputation in this area. Two international appointments and a newly acquired partner – Wuhan Law School in China (ranked 3<sup>rd</sup> and 1<sup>st</sup> for environmental law) - provides further evidence of this reputation;

- A hugely successful Research Quality Review found, inter alia, the Law PhD programme to be world class and success in the acquisition of prestigious funding – IRC, NUI - continued;
- Law has piloted a compulsory module for all first years on 'Bystander Intervention'. Initial feedback has been hugely positive. The pilot has already been identified as a leadership initiative in the sector and is currently being evaluated;
- Sustained engagement and deep collaboration with the professional bodies continued throughout the year including a number of CPD events and adjunct judicial appointments;
- The administrative function in the School was restructured, with new appointments to support the School's strategic activities in alumni, development and communications.

**At College level**, the following developments were notable:

- The College played a key role in the acquisition of IMI as a wholly owned subsidiary of UCC and has been leading the academic integration of IMI in recent months;
- Recruitment of a new College Research Manager has paid dividends in the support of staff seeking to engage in funded research and collaborative research and publication activity.
- Innovation in student recruitment and engagement continued, including international student recruitment.
- The first year and postgraduate intake continued to increase, with sustained growth in international student registrations and award winning postgraduate programmes.

### **3. Challenges – Recognition, Growth and IMI**

Against the backdrop of this significant success, three challenges have been identified for 2017 and onwards:

1. **International accreditation and recognition:** the achievement of international accreditation and higher world rankings are key strategic priorities for the Schools in the College. For CUBS, achieving AACSB accreditation is an essential, major strategic priority that will require investment in the accreditation team, flexibility from the University and a degree of autonomy in resourcing and student intake for example. For the School of Law, our excellent performance needs to improve further in the dissemination of research, innovation in our programmes and international recruitment to enable our return to the Top 100 QS subject rankings. For CUBS, the formal and onerous process of achieving international accreditation requires dedicated processes and resourcing. For Law, the challenge is more nebulous but best captured as a concerted strategy of internationalisation, consolidation and

communication of our success. There is a significant workload associated with these goals and enabling the engagement of staff, already stretched by day-to-day priorities, is a challenge.

2. **Building on Success** – linked to the achievement of accreditation and recognition, the international success of both Schools depends on ensuring that they can avail of and/or acquire the necessary resources, autonomy and support. The CUBS Business Plan was approved by UMTO in 2016 to include the funding of major capital investment and further senior staffing. The identification of a suitable site/building is well underway. Law is also developing a donor/philanthropy strategy to support student development, key professorial appointments and a modern infrastructure to match its ambition as the leading Law School in Ireland and a globally ranked Top 100 Law School. This will require the provision of dedicated fund-raising expertise. Modern facilities are essential to deliver quality education and an enhanced student experience and yet in the interim, increased student and staffing FTEs mean that both Schools endure space shortages and are challenged by poor infrastructure. The credibility of the College and its Schools rests on being able to sustain quality in the period prior to new capital projects being complete.
  
3. **Maximising the IMI merger:** Since the start of the relationship with IMI in 2009, the College of Business and Law has provided substantial administrative and academic support to the IMI. In the last two years, the College was part of the leadership team that delivered on the acquisition completed in 2016. Making the merger a success is now a key University objective and a priority for the College of Business and Law, CUBS in particular. Priorities include maximising synergies and exploring benefits to the University in the context of IMI's professional contact base and reach and UCC's wide ranging disciplinary excellence, research capability and academic spread. The College is committed to leading the academic integration of the IMI and to facilitating and leveraging the advantages and opportunities associated with making the merger a success. The challenges of integration should not be underestimated however. While considerable work has already been accomplished in streamlining academic processes in line with UCC's requirements, capturing the imagination of University staff is essential to ensure that the full opportunity for delivering new joint programmes and other academic initiatives in Dublin and Cork is delivered. A dedicated integration team of College staff and CUBS staff in particular is required to optimise and leverage full advantage of the IMI merger.

## **APPENDICES**

- 1. Student Data and Recruitment**
- 2. Internationalisation**
- 3. Programme Development**
- 4. Teaching and Learning**
- 5. Research**
- 6. Staffing**
- 7. Finance**
- 8. Entrepreneurship**
- 9. Accreditation**
- 10. IMI**

**1. Student Data**

The College has demonstrated continued growth in demand and student numbers at undergraduate and postgraduate levels in recent years. Figure 1 details the significant increase in student FTEs, especially since 2014/2015.

152.5  
Research  
Students

**Figure 1 Student FTEs – 2012-2016**

Year	2012/13	2013/14	2014/15	2015/16	2016/17
UG	2,996	2,926	3,036	3,169	3,362
PG	1,030	1,094	1,063	1,002	1,114
<b>Total</b>	<b>4,026</b>	<b>4,021</b>	<b>4,099</b>	<b>4,171</b>	<b>4,476</b>

Crucially, the increased student intake has not impacted quality as demand for the programmes in both Law and Business has continued to grow. See the sustained level of first preferences in Figure 2 below. Key to this continued growth in student numbers is the activity of the College Student Recruitment and Liaison Officer, Ms Anne Wallace. A broad range of student recruitment and promotion activity was undertaken by Ms Wallace and members of academic and administrative staff in 2016. This included College representation at a number of events, including the Guidance Counsellor Conference hosted by UCC, Careers Fairs in Limerick, Kilkenny, Cork, Thurles, Carlow, Athlone and Killarney, attendance at the Zeminar event at the RDS in October aimed at TY students and attendance at the Business Studies Teachers Association of Ireland Conference in Kilkenny. Ms Wallace was also responsible for co-ordinating the College’s contribution to the University Open Day, as well as the dedicated Law Open Day and the new CUBS Open Day.

In focusing on bridging the gap to University for secondary school students Ms Wallace organised a variety of events. She was the project lead for the inaugural Bank of Ireland TY Academy which was hosted by UCC from 25th-27th October. Approximately 80 students participated in this 3-day event where they had to solve a problem (preparing for life at 3rd level) using the Lean Canvas Methodology. With support from academic and administrative staff, Ms Wallace also organised the Law Academy (including an event for FETAC students), Commerce Taster sessions, the BComm International Showcase, the Finance Forum, the Law Open Day, BIS #MakeITWork and The National Student Enterprise Awards. This was a residential initiative where approximately 25 participants were involved in a range of activities both academic and social to support and develop their entrepreneurial endeavours.

**Figure 2 CAO First Preference and Registration Data 2011 v 2016**

CAO PROGRAMME	First Preferences				EU Registrations		
	2011	2016	% Change	Mar-17	2011	2016	2011-2016 % Change
Total Business*	882	1188	135%	1137	612	780	127%
Total Law	286	347	121%	314	128	158	123%
College Total	1168	1535	131%	1451	740	938	127%

\* includes programmes offered through CACSSS but resourced by CBL and programmes offered jointly with SEFS

## 2. Internationalisation

The College Internationalisation Committee, chaired by Mr Mike Murphy of CUBS (Management and Marketing), reviewed its membership and remit during the year to ensure the continued currency of its activity. Committee activity led by Mike Murphy, in collaboration with Anne Wallace, College Student Recruitment and Liaison Officer, can be seen to have contributed directly to increased international student registrations in the College especially at PG level.



**Figure 3 International Students 2012-2016 (Economic Fee Headcount)**

Year	2012/13	2013/14	2014/15	2015/16	2016/17
UG	77	86	86	84	91
PG	56	53	75	93	111
<b>Total</b>	<b>133</b>	<b>139</b>	<b>161</b>	<b>177</b>	<b>202</b>

**Figure 4 International Taught Postgraduate Registrations end October**

Year	2012/13	2013/14	2014/15	2015/16	2016/17
PG	32	33	49	62	77

In 2016, both Ms Wallace and Mr Murphy travelled on behalf of the College to education fairs in India where Mr Mike Murphy has also been particularly active in developing relationships with secondary schools. CUBS has taken responsibility for investing in market development in the Gulf States and the College has been active with institutions, agents and schools in the region having the desired effect on recruitment (see below Figure 5). Law and CUBS academic staff members have actively supported the Chinese market through visits overseas to develop existing and new relationships (e.g. the Head of College visited China twice in 2016). Overall, College marketing activities have been delivered in a very effective manner, in strong collaboration with the International Office and in association with the University’s agency network.

**Figure 5 Increased International Student FTEs, especially from India and Gulf States**

	12/13	15/16	16/17
International Student (Economic Fee) Headcount	133	177	202
Students originating in India	0	3	20
Students originating in Gulf States	1	15	18

Our learning indicates the following:

- Sustained growth in international student recruitment has arisen out of persistent target market visits, agency development activity and international partner interaction in 2016;
- Very significant opportunity has been noted from India for Ireland as an education destination due to changes in the international policies of the UK and US.

The College provided key international market support through the Committee and in association with the International office and Departmental/Schools. This collaboration is essential to a successful strategy.

There follows a status report of the different regions/countries:

- China: continuation and development of relationships with key Chinese partners, working closely with the Beijing office and Haibo Huang in Shanghai;
- India: significantly enhanced engagement with increased attendance at education fairs and a specific focus on academic visits to private International Baccalaureate secondary schools for marketing and promotion purposes;
- Gulf States: sustained activity in the region including fairs attendance, establishment of institutional relationships and visits to international secondary schools;
- USA: increased targeted marketing and promotional activity in association with UCC's US representative, strong programme of activity of international student exchange and work placement;
- India is seen as the most significant growth market in the next 5 years for both undergraduate and postgraduate activity;

- South America now being focused upon as an emerging market for College Programmes;
- An undergraduate foundation programme link has been established with Dublin International Foundation College (DIFC) which can be replicated with other providers internationally.

Key Issues which the Committee has identified for International Student Recruitment are:

- China is becoming more challenging to sustain student recruitment growth;
- Lack of guaranteed accommodation at UCC is a key concern for international applicants;
- Unchanged resourcing for visa processing staff internationally (delays in visa processing were experienced in a number of the target markets highlighted above);
- Lack of sufficient recognition and financing for staff willing to undertake international visits and promotion activity;
- Inability of certain UCC systems to report effectively on International Student Deposit payments.

### **3. Programme Development**

#### *Cork University Business School*

At postgraduate level the School reviewed the MSc BIS with the result that two new successor/replacement programmes have emerged, namely the MSc Business Information and Analytical Systems and the MSc Information Systems Risk Management. The MSc Management and Marketing has experienced high levels of demand, especially from international students, due in particular to its placement element.

At the GradIreland Higher Education Awards in early 2017 the MSc Information Systems for Business Performance was named Postgraduate Course of the Year in Computer Science and IT whilst the MSc Corporate Finance was awarded Postgraduate Course of the Year in Business, Finance and Management.

The new level 9 executive education programme – the MSc in Healthcare Leadership – was launched by CUBS in collaboration with the College of Medicine and Health in 2016/2017 and further associated programmes are expected to come on stream health information systems in 2017/2018.

*School of Law*

Streams for undergraduate entry to the School of Law changed substantially in 2016. Entry routes for the BCL, BCL (Clinical) and BCL (International) were rationalised into one common entry point through BCL (Pathways). In addition, the BCL (Law with Business) came on stream. The First preferences demand ratio for the BCL (Law with Business) was particularly high at 5.3.

At postgraduate level the School introduced two new LLM programmes: LLM Marine and Maritime Law and LLM Environmental and Natural Resources Law. Both programmes capitalise on the unique infrastructure in Cork in the context of environmental, marine and maritime activities and resources but very much in an international context.

**4. Teaching and Learning**

The College Teaching and Learning Committee, chaired by Prof Mary McCarthy, is a dynamic and influential committee. It has driven a number of new initiatives to enhance the teaching and learning agenda of the College, establishing an annual workshop now in its second year. The inaugural workshop took place in April 2016 addressed two case studies “Case Based teaching with Large Class Sizes” and “The Child Law Clinic”.

During the year the Committee concentrated on three themes:

Theme	Activity
Integrating Technology into Teaching and Learning:	<ul style="list-style-type: none"> <li>a) Focus of the Annual CBL T&amp;L Conference: Title ‘Gaming and Video as Teaching Tools’ to take place on April 7th, 2017.</li> <li>b) Teaching and Learning Research Grant - €1,500 awarded to Dr Michelle Carr to conduct a study on Transforming Students into Active Learners: Using Clickers to Enhance Student Engagement &amp; Performance.</li> </ul>
Understanding Student Attendance and Participation	<ul style="list-style-type: none"> <li>a) Research led by student representative on committee, Ms Kayleigh O’Sullivan, and supported by Dr Noel Wood that examines factors that could enhance student engagement.</li> </ul>

	b) A pilot study is currently under way in the School of Law to evaluate the impact of recording attendance by 1 <sup>st</sup> years at tutorials.
Flexible Learning Spaces	An application was submitted by Dr Niall Duggan to the UCC Next Generation Learning Spaces for Funding.

## 5. Research

The research landscape of the College of Business and Law is beginning to change, quite considerably. Law has always had a strong, research profile to international standard and this was confirmed by the RQR in 2016. Consolidation of the research success evident in certain areas of CUBS is now beginning to be realised including through the leadership of the newly appointed professorial team who have taken on strong leadership roles in this area.

Increased research output and performance is being supported in particular by the appointment of a College Research Manager, Dr Sean Lucy, in 2016 and by the leadership in the College Research Committee of Professor Siobhan Mullally, in CUBS of Prof Fred Adam and in Law of Prof Owen McIntyre.

All of this leadership has delivered the following:

- Early career researchers support and strategy for development;
- Resources for strategic research support – funding from the College Early Career Faculty Research Fund and School Development Fund supports research activity;
- Continued development of PhD research training and post-doc opportunities;
- Development of clusters – research networks in health and sustainability have been established (planned for in 2016, established in early 2017);
- Development of research infrastructure within the College;
- The new professional appointments in Business have promoted new cross and interdisciplinary research initiatives in the fields of health, food and sustainability;
- A College Research Support Workshop Series, building on the Graduate School Seminar Series, has been established with monthly sessions on publishing, funding, networking etc.;
- Development of capacity to secure significant research funding and to support emerging research leaders;

- A CUBS staff mentoring programme has been established to support staff in their careers and reach higher levels of research excellence;
- A Law Research Strategy with emphasis on research clusters and themes, research dissemination and support for international engagement was adopted in 2016.

Research Income has shown consistent growth over the last five years, with a particular spike in 2013 related to the awarding of funding for the Governance Risk and Compliance Technology Centre (GRCTC). This large grant aside, the funding achieved from 2014 onwards is at a strong and sustainable level. The following breakdown of key sources of income for 2016 may be of interest: Enterprise Ireland 34%; European Union 23%; Irish Research Council 10%; Horizon 2020 8%. Further growth is expected in 2017 given the improved research supports now in place.

**Figure 6      Research Income 2012-2016**

<b>Year</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Total amount awarded</b>	<b>919,793</b>	<b>7,330,064</b>	<b>2,318,946</b>	<b>1,522,909</b>	<b>2,777,357</b>
<b>% of Overall University Research Awards</b>	<b>2%</b>	<b>7%</b>	<b>3%</b>	<b>1%</b>	<b>3%</b>

Examples of current research projects include:

- Drs Ciara Heavin and Yvonne O'Connor from the Health Information Systems Research Centre (HISRC) received a grant from the Wellcome Trust for their CHASM Project (Consenting Health related data through Social Media);
- Prof Mark Hutchinson and Drs Celine McInerney and Mark Mulcahy were awarded the Health Service Executive funded project 'Long Term Resource Allocation and Funding in Primary and Social Care';
- Drs Celine McInerney (PI), Bernadette Power and Paul Deane received a grant from the Environmental Protection Agency for the 'Impact of Changes to European Union Emissions Trading Scheme on Competitiveness of Irish Industry' project;

- Dr Conor O'Mahony of the School of Law is co-PI on a major project funded by European Commission entitled IDEA: Improving Decision for Children through Empowerment and Advocacy. This is a two-year, five country project which will deliver children's rights capacity-building training to professionals in the child protection sector during 2017-2018.

## 6. Staffing

The College of Business and Law has seen only very modest improvements in its staffing position in recent years as the following Figure indicates.

**Figure 7 Staffing 2012 to 2016**

<b>Date</b>	<b>Dec-12</b>	<b>Dec-13</b>	<b>Dec-14</b>	<b>Dec-15</b>	<b>Dec-16</b>
<b>Academic FTE</b>	142.54	139.64	140.82	141.09	147.81
<b>Admin FTE</b>	47.65	46.65	43.55	43.35	46.45
<b>Total FTE</b>	<b>190.19</b>	<b>186.29</b>	<b>184.37</b>	<b>184.44</b>	<b>194.26</b>
<b>Total Headcount</b>	199	196	194	193	201

In general terms, staffing levels have, for well over a decade, dipped significantly below international norms as the student population of the College has grown substantially. Concerns around staff student ratios remains critical for the College. This is demonstrated in the staff student ratios in Figure 8.

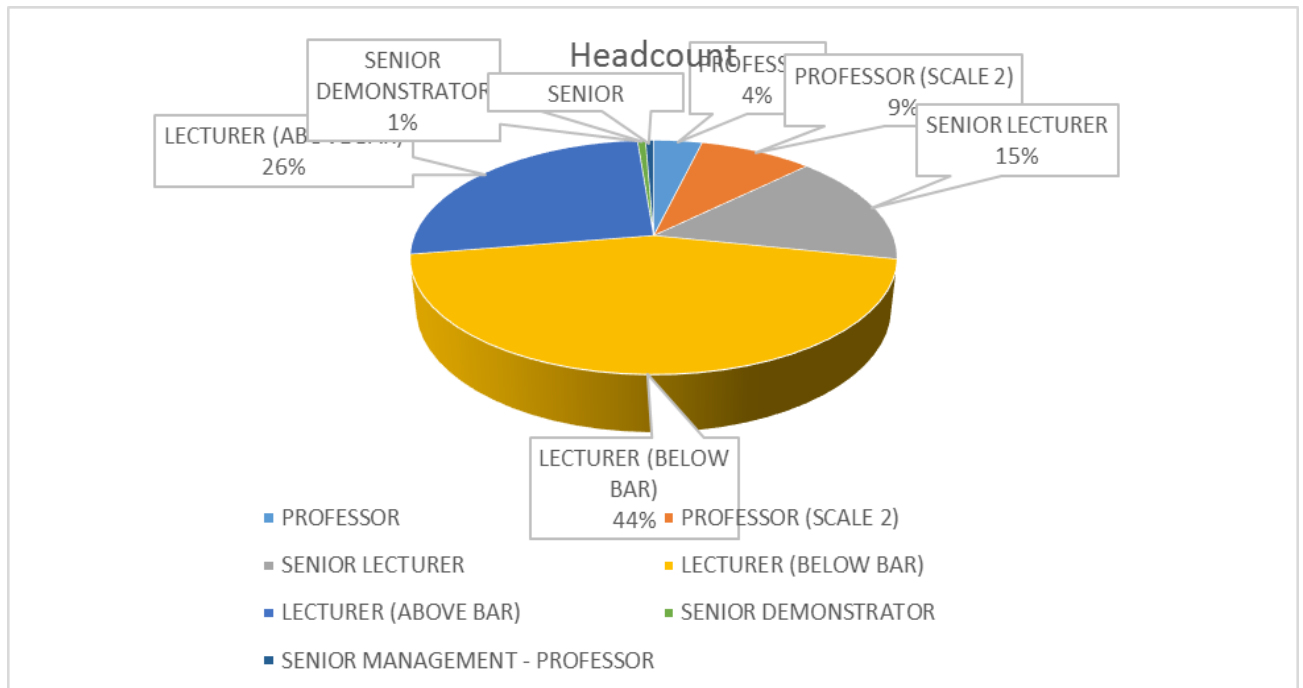
**Figure 8 Staff:Student Ratios March 2017**

<b>Accounting &amp; Finance</b>	40.65
<b>Business Information Systems</b>	32.78
<b>Management and Marketing</b>	32.97
<b>Government</b>	21.59
<b>Economics</b>	31.23
<b>Centre for Policy Studies</b>	29.97
<b>Food Business and Development</b>	21.39
<b>Law</b>	31.17
<b>College overall</b>	30.76

Traditionally, a very poor junior-senior ratio has been observed in the College. Some improvements are now discernible, achieved through success in internal promotion rounds and the appointment of the ten professors in CUBS (not all of whom were in place at the end of December 2016). Further professorial appointments – six additional professors will be appointed to CUBS in 2017 – will address this deficit further. See Figure 9.



**Figure 9 Academic Staffing Profile – 31 December 2016**



Apart from increased staffing, especially at senior levels, the demands of AACSB accreditation for the Business School will require a new approach to staffing with the introduction of categories of staff with professional and practice orientations (in addition to academic). This will require a flexible approach on behalf of the University which is essential if accreditation is to be successful. The appointment of specialist professional staff will also be important to promote the quality of service delivery expected by accreditation bodies.

## 7. Finance

The College has demonstrated consistent growth in non-exchequer income in the past five years arising from increased international activity, sustained growth in postgraduate Taught Programmes and recalibration of fee structures (increased fees, notably in CUBS). The Business Plan for CUBS, approved by UMTO in 2016, supports the use of this income for capital and staffing investment. A similar plan is now being developed for Law, focusing on philanthropy and alumni/donor engagement.

Steady growth in non-exchequer income can be seen in the following Table, due to particularly strong increases in postgraduate (EU and International) recruitment.

**Figure 10 Non Exchequer Income 2012 to 2016 (forecast)**

Income stream	2012/13	2013/14	2014/15	2015/16	2016/17 Forecast
Non EU UG	1,008,153	1,026,139	1,162,791	1,276,594	1,509,241
Non EU PG	521,489	748,792	956,420	1,232,368	1,447,929
JYA & Early Start	309,587	255,123	294,000	378,126	398,000
EU PG	3,587,929	3,849,238	4,062,068	4,538,886	4,483,544
Adult Education		356,475	360,627	436,100	325,000
<b>Total</b>	<b>5,427,158</b>	<b>6,235,767</b>	<b>6,835,906</b>	<b>7,862,074</b>	<b>8,163,714</b>

Figure 11 College Income and Expenditure Statement

	14/15	15/16	16/17 (Forecast)
<b>Total Income</b>	26,017,203	28,452,512	27,452,496
<b>Expenditure</b>			
Central Service overheads	9,181,948	9,994,047	9,955,618
<b>Direct Costs</b>			
Pay Costs	16,206,948	15,622,513	16,783,538
Consumables	1,561,203	1,426,492	1,727,320
Research Overhead	135,676	139,871	139,000
Barclays Loan	62,500	62,500	62,500
<b>Total Costs</b>	<b>17,966,327</b>	<b>17,251,376</b>	<b>18,712,358</b>
<b>surplus/(deficit)</b>	<b>(1,131,072)</b>	<b>1,270,089</b>	<b>(1,215,480)</b>
<b>College Savings Target</b>	<b>928,519</b>	<b>670,000</b>	<b>250,000</b>

## 8. Entrepreneurship

The College of Business and Law has played a leading role in furthering the entrepreneurship agenda in UCC in recent years. In 2015, the Entrepreneurship and Innovation Taskforce of the Cork University Business School (CUBS) highlighted the opportunity that existed for CUBS and the University in entrepreneurship. In 2016, the arrival of the Blackstone LaunchPad, a University-wide entrepreneurship programme operated under the auspices of the College of Business and Law, served to create further momentum within the UCC entrepreneurial eco-system. The selection of UCC as a HEInnovate project case study enabled the University's programmes and activities to be measured against seven self-assessment factors. The College of Business and Law has worked collaboratively with those engaged in the UCC entrepreneurial eco-system, including the Office for the Vice-President of Research and Innovation, to improve cohesion in this area. Throughout 2016, the College led a number of internal and external roundtable discussion groups. This engagement and other collaborative activity resulted in the establishment in 2016 of the Entrepreneurship

Implementation Group (EIG), now chaired by Prof Joe Bogue, to further the entrepreneurship agenda, develop an entrepreneurship strategy for UCC, and to consider four issues: Strategy, Branding, Co-ordination and Resourcing in relation to entrepreneurship at UCC.

The College of Business and Law is involved in many activities that promote entrepreneurship and innovation internally and externally, such as the InterTradeIreland All-Island Innovation Programme and the CUBS Entrepreneurship Seminar Series. The business departments in the College of Business and Law have developed a significant role in delivering entrepreneurship education across UCC, by providing a diverse range of programmes to a growing cohort of undergraduate and postgraduate students across the University and providing entrepreneurship modules to PhD students.

Establishment of Blackstone LaunchPad at UCC merits some additional comment. The College invested significant resource in support of the establishment of Blackstone LaunchPad at UCC during the period of this report. This initiative, based in the Creative Zone of the Boole Library (in itself an excellent example of shared spaces, with the Information Services) and is generously sponsored for a three-year period by Blackstone Charitable Foundation. Opened in March 2016, the Blackstone LaunchPad offers development support to students, staff and alumni with new ideas, irrespective of discipline or College. Although a University-wide programme, it is based in the College of Business and Law which provides project management support.

## **9. AACSB Accreditation for CUBS**

The importance of achieving an international accreditation for CUBS cannot be underestimated. CUBS has chosen to proceed with AACSB accreditation given its currency on both sides of the Atlantic. Future revenue generation for CUBS (and also UCC via transfers) is dependent on the School achieving accreditation – it is already important to attract high quality international students and becoming increasingly important to attract PG students. A key competitive threat is that a number of other HEI's in Ireland have already achieved AACSB accreditation or are further progressed in their accreditation journey than CUBS. It is imperative that we accelerate our progress in this area.

The School has had substantive engagement with AACSB in 2016 and significant baseline work has been undertaken internally in support of accreditation including establishing required Assurance of Learning processes for CUBS programmes. A mentor was appointed by AACSB in 2016 and the School has since been working on its iSER (initial self-evaluation report) which is a gap analysis on where CUBS currently stands against the 15 AACSB Standards. This report is due for submission to the accrediting body in the second quarter of 2017. Subject to its acceptance, CUBS will have five

years maximum to submit its SER (self-evaluation report) which will indicate how it has filled the gaps identified in its iSER and demonstrate that it fully compliant with all 15 AACSB standards. This will be followed by a formal assessment visit from AACSB. Preparing both of these reports (iSER & SER) and reconfiguring and implementing new/enhanced systems and processes requires a significant amount of work. This work will continue to require additional resources on an incremental basis and also needs recognition and support of the workload involved and those staff leading the accreditation drive which will be an ongoing iterative process into the future.

## **10. IMI**

The College of Business and Law has taken a leadership role in supporting the UCC-IMI Alliance since the strategic alliance began. This has included seconding the College Manager to a project manager role to support the alliance, chairing and administering the UCC-IMI joint programme committee and spearheading the development, accreditation and delivery of academic programmes. The Head of College and Head of CUBS were members of the negotiating team that successfully completed the acquisition and have since been appointed to the Board of IMI as nominees of UCC's President. Since the completion of the merger, the College has supported its implementation in a number of ways. In particular, the academic working group is chaired by Prof Matthias Beck, CUBS' Professor of Management, and both the Head of College and the Head of CUBS are members of the integration steering committee. The Head of College regularly deputises for the President at IMI conferrings.

It is envisaged that CUBS' executive education will henceforth be delivered through IMI and the Lapps Quay building will become the home of CUBS' executive education. The IMI acquisition thus has major advantages for the profile and relevance of CUBS and it is also important for Business School accreditation. At the same time, for the merger with IMI to succeed, widespread engagement with the University is required. Clearly, the leadership of the academic aspects of the project falls largely to the College of Business and Law. Significant investment in time and resources is required to enable this ambition to be realised.

Since UCC's strategic alliance with IMI began, UCC has undertaken validation of IMI programmes (Type A, wholly developed and delivered by IMI) while the number of programmes developed and delivered jointly between us (Type B), has steadily increased. The following gives an account of this activity.

Figure 12 Type 'A' Programmes

NFQ	Credits	Award Title	Most Recent Validation Date
9	30	Postgraduate Certificate in Business Finance	01 August 2014
9	30	Postgraduate Certificate in Technology Leadership*	06 June 2012
9	30	Postgraduate Certificate in Executive Coaching	22 October 2014
9	30	PG Certificate in High Performance Leadership (Dairygold)**	06 December 2012
9	60	PG Diploma in International Business Development (Enterprise Ireland)**	24 September 2013
9	30	PG Certificate in International Business Development	20 October 2014
9	30	Postgraduate Certificate in Leadership	03 November 2014
9	30	Postgraduate Certificate in Leadership Development (Teagasc) **	03 May 2013
9	30	Postgraduate Certificate in Management	24 August 2014
9	90	MSc in Management Practice	15 November 2012
9	30	Postgraduate Certificate in Marketing and Digital Strategy	05 August 2014
9	30	Postgraduate Certificate in Organisational Behaviour	24 October 2012
9	30	Postgraduate Certificate in Organisational Development and Transformation	18 November 2015
9	30	Postgraduate Certificate in Regulatory Management	21 December 2015
9	30	Postgraduate Certificate in Strategic Human Resource Management	30 October 2014
9	30	Postgraduate Certificate in Strategy & Innovation	26 August 2014
9	95	MSc in Business Practice	16 September 2014
9	95	MBS in Business Practice	16 September 2014
9	20	Postgraduate Certificate in Management Practice for Finance Professionals***	Validation lapsed

**College of Business and Law**

NFQ	Credits	Award Title	Most Recent Validation Date
6	25	Certificate in Frontline Management***	Validation lapsed
9	30	Postgraduate Certificate in Management Practice***	Validation lapsed

\*Previously named the Postgraduate Certificate in Cloud Strategy (approval of name change granted 2 June 2016)

\*\* These programmes are specifically designed for individual companies, and are not on the open market

\*\*\* These programmes are currently not running

**Figure 13 Type 'B' Programmes**

*IMI/UCC jointly developed programmes delivered through IMI – the majority of the resources (over 50% in terms of curriculum) developed and delivered by IMI and its Global Educator Panel.*

NFQ	Credits	Award Title	Most Recent Validation Date
9	90	MSc in Data Business	12 February 2013
9	90	MSc in the Management of Compliance and Governance*	12 February 2014
9	90	MSc in Digital Business	14 January 2014
9	30	Postgraduate Certificate in Data Business (included within MBS/MSc in Business Practice framework)	13 February 2013
9	30	Postgraduate Certificate in the Management of Compliance and Governance*(included within MBS/MSc in Business Practice framework)	13 February 2014
9	30	Postgraduate Certificate in Digital Business (included within MBS/MSc in Business Practice framework)	14 January 2014

\*This programme was previously named the MSc/Postgraduate Certificate in the Management of Compliance