

Introduction

I am very pleased to present Governing Body with the Annual Report of the College of Business and Law for 2017/18. This year, the report comes in three sections as follows:

Section 1. Annual Report of the College of Business and Law 2017/18

Section 2. Update on the IMI Merger

Section 3. Update on Cork University Business School – Building Project

The purpose of the report is to inform Governing Body of my College's achievements over the past year, with particular reference to the implementation of the University's Strategic Plan, its goals and leading actions. To this end, each section highlights the relevant Strategic Goals and Priority Actions at the outset. I am pleased to say that the performance of my College is in line with expectations and in many cases, has exceeded identified objectives for the period.

In 2017/18 some notable milestones were achieved:-

- Growth in overall student numbers and student intake: the increase in intake of postgraduate non-EU students has been particularly strong. The **standard of students** applying and being offered places on our undergraduate courses continues to be very high.
- The School of Law continues to be recognised as a leading international law school retaining its ranking in the **Top 150 Law Schools** globally (QS2018) for the sixth consecutive year. The goal of the School of Law is to "create value for our community through an international outlook and informed and creative engagement on local and global issues". The School completed an ambitious marketing and rebranding campaign (**'Shaping a Just Society since 1849'**) and the new Dean of Law, Professor Mark Poustie, will take up his position on 1 May 2019.
- The Association to Advance Collegiate Schools of Business (AACSB), accepted Cork University Business School's (CUBS) initial Self Evaluation Report (iSER) which sets the framework of issues to be addressed for accreditation purposes. This was a significant step in progressing towards AACSB accreditation.
- The College Research Committee implemented the College's Research Strategy, delivering on a number of initiatives to support and enhance research output.
- The Teaching and Learning Committee has continued to support enhancement of the quality of teaching and learning within the College whilst the College has continued to support increasing staff attainment of Teaching and Learning Qualifications.
- The focus on student development continued with the implementation of the University Student **Placement Policy** in the College complementing placement opportunities across all

"The performance of the College in 2017/2018 is in line with expectations and in many cases has exceeded the identified objectives for the period."



undergraduate programmes and the continued expansion of placement for taught postgraduate programmes.

- Staff of the College have been instrumental in leading **Entrepreneurship** and **Community Engagement** activity on behalf of the University.
- The Internationalisation Committee oversaw a substantial **increase in international student applications** over the period especially on CUBS postgraduate taught programmes.
- Our academics have hosted a number of **world class international conferences in Cork** over the period in conjunction with international disciplinary associations. **Recruitment** of academics with a strong international profile continued.
- The College and its Schools have undertaken **strategy, business and academic resource planning** activity to strengthen our staffing and infrastructure.
- The financial position **continues to remain strong** with the College achieving overall projected income growth and maintaining cost control. It has worked with the Development and Alumni Relations Office on **philanthropic engagement** amongst alumni and other potential donors.

The College has led a number of significant projects on behalf of the University as follows:

1. The University's **Centre for Executive Education** at Lapp's Quay - refurbished to a high quality, bespoke specification, the **UCC Centre for Executive Education** was launched in November 2018 by An Tanáiste Simon Coveney, TD. It is now home to the IMI in Cork;
2. **CUBS Building** –a process of due diligence was undertaken to assess a number of city centre sites for the new CUBS building leading to a short-list of two sites. Rigorous comparisons between the sites were undertaken and an offer was then made to the vendor of the preferred site in December 2018. Contract negotiations are in the final stages. A revised Cost Benefit Analysis (CBA) on the feasibility and options for the proposed new business school building was undertaken, and an application for Exchequer funding under the **Higher Education Structural Investment Fund** was submitted on 2 April 2019.
3. **IMI** – Phase 1 of the Integration Project was completed, with progress in alignment with respect to governance, finance and operations. A communications campaign was undertaken in 17/18 and work is now progressing, under Phase 2, towards the completion of a new academic framework to govern both credit bearing and non-credit bearing activity. UMTO established a new IMI Strategy Group to consider high level issues for discussion.

In many respects, the College continues to deliver on the implementation of the University's Strategic Plan. However, the scale of development is not without its challenges. For instance,

- I. There is a significant workload associated with the major strategic projects highlighted above – CUBS accreditation, its new building project and IMI integration;
- II. Resourcing continues to be challenging, notwithstanding successful student recruitment.

Our staff and students continue to be outstanding achievers and we continue to leverage the success of the two Schools in areas like internationalisation and research. The report which follows gives a comprehensive overview of activity for 2017/18. I look forward to presenting the highlights, together with the associated report on IMI and CUBS matters, to you in April.



PROFESSOR URSULA KILKELLY, HEAD, COLLEGE OF BUSINESS AND LAW

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SECTION 1

ANNUAL REPORT 17/18

COLLEGE OF BUSINESS AND LAW - FACTS



4323
Total Student
FTE

234

155 Academic
61 Professional/
Technical, 18 research
staff

21,700+
Alumni
worldwide



3175

Undergraduate
FTE

988

Postgraduate
FTE

170

Research FTE

259

International
students
(Headcount)

€1.88Million+
Research
income



€30.26Million+
Annual income

81%↑

2018 College entry of international students (284) is over 50% of the total University intake of International student to Postgraduate Taught Programmes

College
Capital
Projects
Pipeline -
€106 Million

**Law School
again
ranked Top
150
(QS
Rankings)**



CUBS
Has the largest number of full-time undergraduate, and second largest number of full-time postgraduate, business students in Ireland

UCC Strategic Goal 1. Implement an Academic Strategy to deliver an outstanding, student-centred teaching and learning experience with a renewed responsive and research-led curriculum at its core

Student Population. *Strategic Goal 1 Priority Actions 1 & 5, Actions 2&3*

College Student Population

Continued growth in student FTE has taken place in the College of Business and Law over the last four years, with substantial increases year-on-year especially on our undergraduate programmes. The approximate 70:30 UG: PG ratio has been retained throughout that period.

While Cork University Business School has deliberately grown its undergraduate students, in line with its Business Plan, the School of Law is operating close to steady state and is focused instead on consolidating CAO programme entry routes (undertaken in 2017). The first full cycle of the BCL (Law and Business) programme, which attracts the highest CAO points of any programme in the College, will be complete in 18/19.

	2014/15	2015/16	2016/17	2017/18	2018/19
UG*	2698	2835	3006	3175	3202
PG*	1028	966	1070	988	1189
Total**	3886	3957	4242	4323	4545

As requested by Governing Body last year, the following figures exclude student data for the Department of Government which moved to CACSSS in 2017. As a result, the figures are not directly comparable with those reported to GB in previous years.

*Excludes visiting students therefore totals do not directly tally with overall total.

** includes visiting and JYA students.

Attracting High Performing Students

Despite the increased FTE, the College continues to attract high performing students at undergraduate level. In September 2018, 40% of the total intake had attained more than 500 points in the Leaving Certificate, compared with 29% for the previous intake. Eighteen students had 600 points, double the number of the intake in September 2017. The median entry points level was 493.

CAO PROGRAMME	EU First year intake				
	2017/18	2018/19	#with>=500 2018/19	600 points 2018/19	Median Points 2018/19
CK201 Commerce	216	216	57	1	#
CK202 Accounting	74	72	30	2	498
CK203 BIS	151	148	29		466
CK204 Finance	75	84	80	9	554
CK205 Commerce (International) with French	31	37	14		498
CK206 Commerce (International) with German	16	23	10		498
CK207 Commerce (International) with Italian	17	8	0		430
CK208 Commerce (International) with Hispanic Studies	26	28	8		474
CK209 Commerce (International) with Irish	7	8	5		531
CK211 Commerce with Chinese Studies	8	5	0		437
CK212 Economics (through Transformational Learning)	40	46	3		420
CK502 Food Mkt & Entrepreneurship	37	41	10		473
CK506 International Development & Food Policy	28	26	0		430
CK301 Law	103	109	55		520
CK302 Law - French	18	22	19	1	566
CK304 Law - Irish	7	11	10	1	532
CK307 Law & Business	29	29	22	4	567
Total B&L	883	913	352	18	493

(CK502 and CK506 jointly offered with the College of Science Engineering and Food Science.)

Non-EU Recruitment

Cork University Business School has been particularly successful in the recruitment of international (non-EU) students. Within a 4 year period, CUBS income has grown by over €6 million due to student number *and* fee increases (to €10,500 for EU students and €18,000 for non-EU students). For 18/19, it is likely that non-EU students will outnumber home students, and a number of measures are now being advanced in order to ensure a more balanced student population.

Overall, the College has seen numbers for visiting and JYA students declining marginally; there has been a fall-off in US visiting students which is somewhat balanced by modest increases in incoming students from other international partner institutions. Students appear to be visiting for shorter periods now, with few coming for the full academic year.

College of Business and Law Non-EU Headcount 2014-2018

	2014/15	2015/16	2016/17	2017/18	2018/19
UG	86	84	91	79	88
PG	75	93	111	180	309
Total	161	177	202	259	397

Student Achievements *Actions 2 & 3.*

First Destinations

The UCC 'First Destinations' report covering graduates of 2017 indicates that Level 8 degree graduates of the College have the highest level of employment of any of the Colleges at 68%, whilst 26% continued to further study. At postgraduate degree level, the employment rate of our graduates is again the highest in the University at 88%, with 4% continuing to further study.

Student activities and achievements

- The Student Law Society hosted the 17th Annual Law Conference in October 2017 entitled 'The Criminal Law (Sexual Offences) Act 2017: Reforming Law to Reform Attitudes'. The conference is one of the highlights of the UCC Law Society's academic year as it enables students to engage with an important legal topic while also bridging the gap between law in theory and practice.
- Katie Pierce O'Shea, a graduate of BSc Accounting was placed 6th in Ireland in the 2018 sitting of the FAE (final professional exams) of Chartered Accountants Ireland (CAI).
- CUBS graduates Martha McCormack and Danielle Deasy both took first place in the summer 2017 and 2018 sittings of the final Chartered Tax Advisor (CTA) examinations, respectively.
- UCC Law students, Eliza Walsh (BCL International 2) and James Murphy (BCL2) were jointly awarded the best mooted prize at the Irish Red Cross International Humanitarian Law competition in Belfast on Saturday 10 March 2018.
- Alumni David Meaney was awarded a French Government Medal and an NUI Prize for Distinction in Collaborative French-Irish Degree programmes 2018
- Students from the MSc Economic and Enterprise Development programme, CUBS, were invited by Mr Pat Ledwidge, Director of Services, Cork City Council, to present their research to the Economic Development Committee the Council in February 2018. The students - Atlanta Cotter, Jane Dunne-Terry, Katie O'Neill and Daragh O'Leary - presented findings on "The Economic Impact of Heritage Day on the Cork Economy". The MSc Economic and Enterprise Development programme is aimed at Economics graduates seeking to develop skills from completing applied research projects sponsored by leading businesses and policymakers.
- The 2018 CUBS Conference in Cork Opera House was a highly successful event, with over 700 in attendance. The theme of the conference was "Workforce of the Future" and featured prominent keynote speakers and included a panel on "Women in Business" in recognition of International Women's Day.



Students participating on the Annual Trip to EU Institutions in 2018, pictured with Deirdre Clune MEP, Professor Mary Donnelly School of Law, Vice Dean and Mr Declan Walsh, School of Law Director of European Affairs.

This event, now an important feature in the Law School Calendar, was sponsored by Ms Clune.

Learning and Teaching Strategic Goal 01 & 4, Priority Action 1, 3, 5, Action 2, 3

New Programmes. Strategic Goal 01, Priority Action 1 & 5, Action 2

The programme portfolio is being refreshed in the College, notably in Cork University Business School in line with the Academic Strategy.

The following new programmes were approved in 2017/18:

MSc Food Business and Innovation. This programme replaces two existing programmes - the MSc in Food Business and the MSc in Food Marketing. The new programme, with a strong entrepreneurship component, commenced in September 2018 with a very strong initial enrolment. Fifty-six students were recruited in the first year of the Masters, of which half were international students.

MSc Food Security Policy and Management. The new programme will have strong international appeal and will open in September 2019. It brings a postgraduate offering to UCC's portfolio within an area of strategic and critical importance in International Development whilst benefitting from and showcasing the research of our staff operating in this inter-disciplinary area.

Programme Rationalisation In addition to these new programmes, rationalisation of delivery modes took place for a number of programmes in Accounting and Finance. The MSc Corporate Finance,

MSc Asset Management and MSc Financial Economics were brought under one suite of MSc Finance programmes and renamed to include the MSc Finance (Asset Management), MSc Finance (Corporate Finance) and MSc Finance (Banking and Risk Management) respectively. This allows rationalisation of the delivery structures of these programmes to enable elements of common modular content to be taught jointly whilst maintaining disciplinary focus in terms of outcomes. The first intake in the revised format took place in September 2018. The MSc Finance (Corporate Finance) was particularly popular with international students (41 registrations). The intake also included 19 EU student registrations.



National Awards: Five Business School programmes were shortlisted at the annual **gradireland** Higher Education Awards & Symposium.

The MSc Information Systems for Business Performance was winner of Postgraduate Course of the Year in Computer Science & Technology.

The Judge's comment: - "Highly regarded Course with industry-mentored collaborative projects that combines the right mix of Business and IT to make graduates industry ready."

Case Study

CASE STUDY – EUROPEAN MASTERS IN FOOD STUDIES

*The **European Masters in Food Studies** builds on the Business School's research strengths and international partnerships. Students from around the world study a series of academic modules taught at CUBS, AgroParisTech in France, Lund University in Sweden and Wageningen University in the Netherlands. This year, CUBS hosted a European Masters in Food Studies Board Meeting, with representatives from each of the four participating universities, along with senior executives from organisations such as Nestle, Unilever, Mondelez, Tetra Pak, and Heineken (among others). Students of the programme are not only exposed to diverse perspectives, but develop international networks following graduation.*

The programme exposes visiting students to a number of different areas of expertise within the Business School, while also undertaking a food science module in Sensory Analysis, Flavour and Colour in order to take advantage of UCC's interdisciplinary strength. The programme is sponsored by some of the largest multinational food companies in the world, with whom students complete a nine-month placement in an industrial research laboratory on an applied research project. Such collaboration between each of the four universities and the leading industry giants ensures students develop multidisciplinary skills, including knowledge of food technology, business acumen, project management and international teamwork skills that are necessary to thrive in today's global food industry.

The European Masters in Food Studies builds on CUBS' reputation for collaborating with global business and creating an environment where innovation and entrepreneurship thrives.

Learning and Teaching Developments and Activity – *Strategic Goals 1 & 4, Priority Action 03, Action 2.*

Staff learning and teaching development is actively supported by the leadership of the College Learning and Teaching Committee. The College also engages directly with the Centre for the Integration of Research, Teaching and Learning (CIRTL). In 2018, nine staff undertook the Certificate in Learning & Teaching and one staff member undertook the Diploma in Learning & Teaching through CIRTL.

The College Teaching Fellowship of €1,500 for short research projects was awarded to Dr. Margaret Healy & Mr. John Doran for an empirical research project on “Fair Assessment of Group Work”. The findings were presented at College Council in April 2019.

The **3rd Annual College sponsored workshop on Innovative Assessment Approaches** took place in April 2018 with a variety of speakers from the Law and Business Schools.

The College invited the following speakers to address College Council:

- Kayleigh O’Sullivan, Students’ Union Representative, on *Student Participation, Engagement, and Enhanced Learning: The Student Perspective*
- Dr Michelle Carr on *Transforming Students into Active Learners: Using Clickers to Enhance Student Engagement & Performance*
- Mr. Daniel Blackshields on *Concepts Underpinning Transformative Learning*
- Tom O’ Mara and Claire Fennell on *Instructional Design*

International Ranking and Accreditation *Strategic Goal 1 & 5 Priority Action 5, Action 5 & 6*

BENEFITS OF ACCREDITATION

- Increased engagement with accredited international partner universities across the teaching and research agenda
- Increased inflow of international students from top-tier universities
- Significantly enhanced reputation, both nationally and particularly internationally
- Increased financial sustainability & autonomy for reinvestment into the school
- Belonging to an elite group of accredited business schools worldwide.

An important strategic objective for CUBS is to achieve international accreditation with the Association to Advance Collegiate Schools of Business (AACSB). As the world’s largest business education alliance, the AACSB connects educators, students, and business to the common goal of creating the next generation of great leaders. Once AACSB accreditation is achieved, CUBS will belong to the top 5% of the world’s business schools. This will help attract the highest quality students, both national and international, high quality faculty and enhanced engagement with industry and educational partnerships.

In order to achieve and maintain AACSB Accreditation, CUBS must fully meet 15 standards under four thematic groups. Central to meeting the standards is:-

- The articulation of a clear and distinctive business school mission,

- The expected outcomes this mission implies, and
- Strategies outlining how these outcomes will be achieved.

As AACSB accreditation is at University level, the standards encompass all the activities of the School, its relationship with the University and the Irish Management Institute (IMI).

CUBS submitted its first Initial Self Evaluation Report (iSER) in September 2017 which was accepted by AACSB. An update was submitted in September 2018 outlining how current CUBS activities meet the expectations of the 15 AACSB Standards and how the gaps identified in the original iSER are being closed. How all remaining gaps are closed will form the basis of subsequent reports. (Note: This update report was approved by AACSB at its November 2018 meeting.)

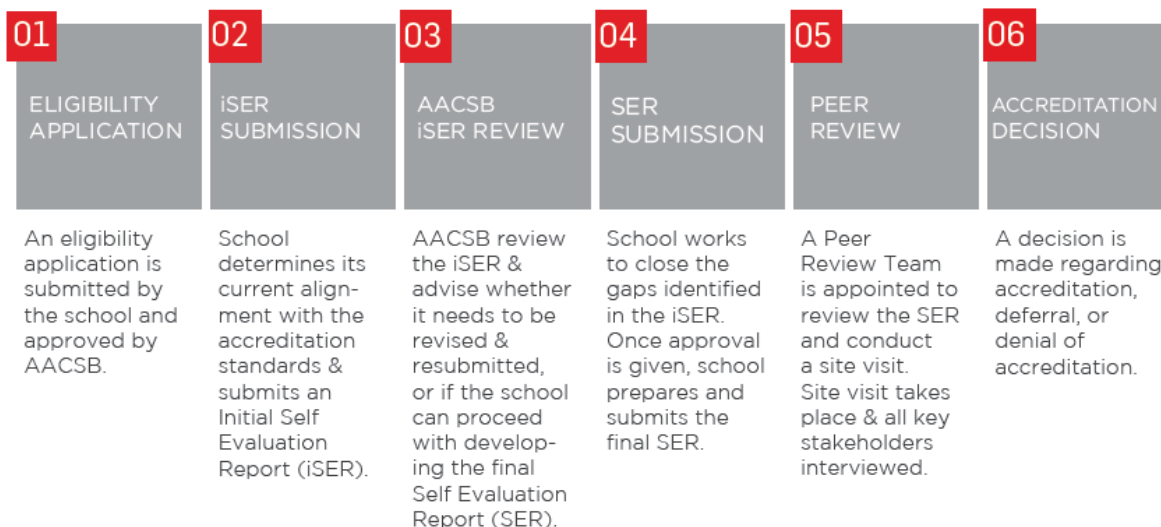
CUBS will submit its final iSER once all gaps are deemed by AACSB to have been closed. A peer review team visit will then take place, involving a 2.5 days on-site review of all our activities after which a recommendation to accredit CUBS will be forward to the AACSB board for formal approval. Subject to sustained progress towards standards required, it is hoped that the peer review team visit will occur in 2020 with accreditation to follow in 2021.

Despite progress, challenges remain around the assurance of learning framework, the number of programmes currently on offer, faculty deployment across those programmes and the ratio of senior to junior faculty and academic to non-academic staff. The accreditation process also has implications for the IMI, with a requirement to ensure a minimum level of representation of research active staff ('Scholarly Academics') on IMI programmes.

In progressing AACSB accreditation over the period of this report, the following actions were undertaken:-

1. An Assurance of Learning (AOL) assessment exercise was undertaken for the majority of programmes of the school.
2. Programmes based within the College of Business and Law but under the academic authority of other Colleges have been re-assigned. This commenced with the transfer of academic authority for the BA Economics through Transformational Learning from CACSSS to this College.
3. Chinese students who previously completed a variety of 2+2 dual programmes within the College were directed to the BA Economics for September 2018 entry to align with accreditation requirements.
4. A major review of the BComm was undertaken.
5. Proposals for rationalisation of programmes continued as outlined under the "New Programmes" section above.
6. The College continued to strengthen its senior academic staff base.
7. Agreement was reached with Adult and Continuing Education (ACE) to transfer the H.Dip and MSc in Human Resource Management and the H.Dip and MSc in Project Management to the Business School. A plan to implement this decision is in progress.

STEPS TO ACCREDITATION



Strategic Goal 2. Be a leading university of research, discovery, innovation, entrepreneurship, commercialisation and societal impact.

Research and Entrepreneurship – Strategic Goal 02, Priority Action 03, Actions 10, 11,12,13,14

Research – Strategic Goal 02 Priority Action 02 Actions 10,11,12,13

The College’s Research Committee, led by the Chair, Prof Matthias Beck, and supported by the College Research Manager, Dr Seán Lucey, has led the implementation of the College’s Research Strategy with the following initiatives:

- (1) The College of Business and Law’s **Research Excellence Publication Award Scheme** was introduced to reward and stimulate publications in high-impact, internationally significant journals, a key objective of the College’s Research Strategy. In CUBS, this award was given to researchers who published in journals over a 12-month period that are ranked 3 and 4 in the CUBS Augmented Journal List. This list is made up of 3, 4 and 4* ranked journals in the Associated Business School Academic Journal Guide – an internationally recognised journal ranking list in business and management disciplines – and other highly ranked non-business journals where CUBS academics publish multi- and inter-disciplinary research.

In the 2017-18, the Scheme gave awards for 24 publications ranked 3 and 4 in the list – 3 rated journals are considered to publish original and well executed research that is highly regarded and 4 rated journals are top journals in their fields, publishing the most original

and best-executed research with low acceptance rates, highest citation impact factors and are heavily refereed.

Presentation Ceremony for CBL Research Excellence Publication Award led by Prof Anita Maguire, VP for Research & Innovation, Prof Matthias Beck, Chair of CBL Research Committee and Prof Thia Hennessy, Dean of CUBS. 4th Oct. 2018



In the Law School, the Scheme was aimed at stimulating high-quality publications. Applicants outlined target journals and publication plans. Four grants were awarded that supported the convening of workshops, dissemination at international conferences and research assistance.

- (2) The College of Business and Law **Research Strategic Development Fund** was set up to stimulate new research areas and activities while also maintaining and supporting existing areas of research strength. The scheme attracted a total of 27 applications worth €179,403. After a peer-review process, €89,821 was granted in respect of twenty-four projects. These grants have gone to fund a range of disciplinary and inter-disciplinary projects and research activities including the convening of workshops, research assistance on projects, networking grants and grant preparation.
- (3) College of Business & Law **Research Awards** have been established. These awards recognise research excellence and the extensive contributions made by College's scholars. The awards will be given to those who have exceptional and very influential research contributions, pushing boundaries, enhancing knowledge, and raising the national and international research profile of the College during 2018. Three awards have been introduced to recognise various career stages; Researcher of the Year (Early-Career), Researcher of the Year (Mid-Career) and Researcher of the Year (Advanced).

Cork University Business School - PhD programme

Work is ongoing to promote a School-wide PhD programme in CUBS. To this end, a **Postgraduate Research Symposium** was convened by Prof Matthias Beck, Dr Seán Lucey, and Dr Ciara Heavin from BIS. 19 PhD researchers presented from across all departments. The Best Paper Prize went to Ruth Josephine Gibbs for the paper "The Role of Forecasting: Understanding the Impact of the External Environment: An Empirical Investigation of the Health Sector".

The Department of Management & Marketing were awarded two **Irish Research Council PhD Scholarships** in 2018.

School of Law – PhD Programme relaunched

The School of Law revised and relaunched its hugely successful PhD scholarship programme in June 2018, offering full scholarships including EU fees plus €16,000 stipend, in line with the Irish Research Council Government of Ireland Programme. These scholarships are aimed at outstanding candidates with the expectation that recipients will go on to secure competitive IRC funding after year 1. The School of Law awarded three scholarships in 2018 after a competitive application process.

The School of Law celebrated the conferring of four PhD graduates in June 2018 L-R Dr Jonathan McCarthy, Dr Anthony O'Dwyer, Dr Louise Forde and Dr Sean Whittaker (pictured below)



Four New College Research Centres

Four new research centres were established in the College in 2018. These include the Centre for Children's Rights and Family Law; the Human Resources Research Centre; Centre for Sports Economics and Law, and Spatial and Regional Economics Research Centre.

a) Centre for Children's Rights and Family Law



A workshop attended by distinguished international scholars marked the launch of the **Centre for Children's Rights and Family Law** in UCC on 16th April 2018. The

Centre for Children's Rights will serve as a focal point for the wide range of research, teaching and outreach activity taking place in the areas of children's rights and family law. See <http://ccrfl.ucc.ie/> for further information

The launch of the Centre comes less than a year after UCC School of Law acted as the local host organisation for the **7th World Congress on Family Law and Children's Rights**, which attracted over 600 delegates and over 150 speakers from over 50 countries to Dublin for four days.

A highlight of the launch was the public lecture delivered by **Professor John Eekelaar of Oxford University, Adjunct Professor at the School of Law.**

- b) **The Spatial and Regional Economics Research Centre (SRERC)** arises from the extensive experience and research expertise in regional science developed by a cluster of staff in the Department of Economics. The Centre operates on the philosophy of research excellence and policy relevance.
- c) **The Centre for Research in Sports Economics & Law (CSEL)** is a collaboration between the Department of Economics and School of Law. The Centre's focus is on the creation of a research and teaching environment that is interdisciplinary at its core, harnessing the synergies that exist between sports economics and sports law.
- d) **The Human Resources Research Centre**



Human Resources Research Centre

Professor Bill Roche, UCD, Paula O'Sullivan, Fexco, Professor Anthony McDonnell, Department of Management & Marketing, Michael Crowley, Pfizer, Dr Ronan Carbery, Department of Management and Marketing and Oonagh Buckley, then DG Workplace Relations Commission and Adjunct Professor at the School of Law, UCC

Human Resources Research Centre. CUBS successfully launched a new Human Resources Research Centre (HRRC) in 2018. The HR Research Centre is co-directed by Dr Ronan Carbery and Prof. Anthony McDonnell and brings together scholars researching in the domains of human resource management, leadership, organisational behaviour, talent management and learning and development.

(e) Centre for Law and the Environment



Pictured at the launch of the Centre for Law and the Environment L-R Dr Bjørn-Oliver Magsig, Dr Áine Ryall, Professor Owen McIntyre, Professor Ursula Kilkelly, Vice-Admiral Mark Mellett, Adjunct Professor at the School of Law, and Professor Anita Maguire, Vice-President for Research and Innovation

Research Funding

Overall the College received **€1.88 m in Research Funding in 2017/18.**

Professor Irene Lynch Fannon (School of Law) has been awarded a grant of almost half a million Euro for a project entitled JCOERE- Judicial Co-Operation for Economic Recovery in Europe funded by the European Directorate General for Justice and Consumers. Professor Lynch Fannon is the project's Principal Investigator which has European partners including INSOL Europe (the European organisation of professionals who specialise in insolvency, business reconstruction and recovery), the University of Florence and the Titu Maiorescu University, Bucharest. The aim of the project is to 'Enhance Judicial Co-operation under the Recast Insolvency Regulation (EU 2015/858) supporting preventive restructuring (rescue) processes for European businesses.' The emphasis is on the obligations imposed on European Judiciary by the Recast Regulation to co-operate in the context of cross border insolvency with particular emphasis on preventive restructuring. The research project will focus on the obstacles which judges across Europe may face in complying with a formal obligation to co-operate within court to court structures during proceedings. The emphasis in this project is on co-operation during preventive restructuring (rescue) proceedings. The project will run for two years and will be led by Prof. Lynch Fannon and her team at UCC.

Professor Owen McIntyre and Dr Bjørn-Oliver Magsig (School of Law) were part of the successful Ocean Law and Marine Governance Award in 2017, amounting to a grant of €800,000 over 4 years, in conjunction with the MaREI Centre and the School of Law.

Dr John Eakins (Economics, CUBS) was awarded a funding grant from Environmental Protection Agency and Sustainable Energy Authority of Ireland for a project entitled 'Residential Solid Fuel Use in Ireland and the Transition Away from Solid Fuels' valued at €250,000.

Dr Stephen Onakuse (Food Business and Development, CUBS) received a grant from the Environmental Protection Agency entitled 'Sustainable Production and Consumption: The Influence of Social Norms' valued at €149,892

Staff Research Achievements

The College received two awards in the 2018 University Research Awards.

- **Justin Doran** (Economics, CUBS) won the Early Career Researcher of the Year Award
- **Dr Seán Lucey** (Research Manager, College of Business & Law) won the Research Support Person of the Year Award.

Cork University Business School

CUBS continued to improve its research output and profile, examples follow:

- **Dr Olive McCarthy** and **Dr Noreen Byrne** from the Centre for Co-operative Studies published a report which urges strict controls on licensed moneylenders, paving the way for the introduction of legislation.
- Writing in the Certified Public Accountants' report "Social Enterprise Report – The Irish and International Landscapes", **Dr Mary O'Shaughnessy's** pioneering research shed a light on the wider impact of social enterprises, and their capacity to bring an entrepreneurial dimension to solving a range of contemporary social and environmental issues.
- A paper written by **Prof Eleanor Doyle**, in collaboration with CIT colleagues Eoin Byrne and John Hobbs, was awarded best paper at the Annual Research Meeting of the **Institute for Strategy and Competitiveness at Harvard Business School**.
- **Mr JB McCarthy** and **Mr Jeremy Hayes** (BIS) are involved in a **Horizon 2020** consortium promoting the work of the European Research Council (ERC) and they invited Dr Fergus McAuliffe (iCrag & UCD) and Dr Jessamyn Fairfield (NUIG) to offer their advice as keynote speakers at the ERC=science2 event. The ERC=science2 event is the first of its kind to be staged in UCC, offering researchers the opportunity to develop more engaging communication strategy and is part of an ERC initiative designed to help researchers engage with the wider world. CUBS researchers form a vital link in this initiative as the only business project partners
- PhD researcher **Stephen Brosnan** (Economics, CUBS) featured on RTE Brainstorm with a focus on evaluating research impact.

School of Law

In addition to its extensive output of academic peer reviewed publications and other external engagement activity, the following were some of the highlights from the School of Law in 17/18:

- Dr Maria Cahill was awarded the **Laureate Visiting Fellowship** in Comparative Constitutional Law, at the University of Melbourne, supported by the [Kathleen Fitzpatrick Fellowship Scheme](#) and funded by the Australian Research Council. Dr Cahill was also awarded as an Early Stage Researcher in 2017.
- Dr Conor O'Mahony addressed the **Citizen's Assembly** as one of its experts on the referendum process, in January 2018.
- **Dr Dug Cubie**, Director of the Centre for Criminal Justice and Human Rights, convened a conference in Dublin on 13 February 2018 on 'Climate Change, Displacement and the Law'. The Conference was funded by the Irish Research Council's New Foundations Award

Scheme, as part of the **International Disaster Law project** run by the Irish Red Cross (IRC) and the Centre for Criminal Justice and Human Rights (CCJHR) at the School of Law, University College Cork.

- Dr Áine Ryall was appointed Vice-Chair of the **Aarhus Convention Compliance Committee**.
- A prestigious **Irish Research Council Caroline Fellowship** was awarded to Dr. Nicholas Wasonga Orago, mentored by Dr Dug Cubie. This fellowship is in partnership with the International Federation of the Red Cross and Red Crescent Societies (IFRC).
- Professor Deirdre Madden was appointed to the Chair of the South /South West Hospitals Group in November 2017.
- **Dr Conor O'Mahony**, School of Law and **Dr Kenneth Burns**, School of Applied Social Studies were awarded total funding of €420,000 from the Rights, Equality and Citizenship programme of the European Union on a five-country project with partner universities include Gothenburg (Sweden), Tampere (Finland), Tartu (Estonia) and Szeged (Hungary) designed to improve decisions for children by building capacity of professionals who represent children's interests in the child protection system to empower children and advocate for the advancement of children's rights.

Entrepreneurship – Strategic Goal 02, Action 03, 14

The College of Business and Law led a number of entrepreneurship initiatives across the UCC Entrepreneurship Ecosystem in 2017/2018 including: undergraduate and postgraduate programmes; entrepreneurship and business idea competitions; workshops and master classes; accelerator programmes; support and information sessions; and social entrepreneurship activities. The College launched a new **Masters in Food Business and Innovation** (previously mentioned). A diverse range of entrepreneurs were invited to speak to both undergraduate and postgraduate students as part of the 'Entrepreneurship at CUBS' Speaker Series. Six students are studying entrepreneurship related topics for their PhD degrees and several of these presented their entrepreneurship research at academic Conferences. In addition, international academics and practitioners visited Departments to discuss new opportunities for collaboration in entrepreneurship and to expand the entrepreneurial network of the University. Several students at undergraduate and postgraduate level secured placements with start-ups.

The College also led activity to improve coherence in the University's Entrepreneurship Ecosystem through the **Entrepreneurship Implementation Group** (EIG). The Group is chaired by Professor Joe Bogue of CUBS and includes representatives from OTT, CUBS, College of Business and Law, Tyndall, Blackstone LaunchPad, IGNITE, GatewayUCC and MaREI.

HEA Entrepreneurship, Creativity and Innovation Summer Camps

In 2018, the College of Business and Law and CUBS hosted **two HEA Entrepreneurship, Creativity and Innovation Summer Camps** for senior cycle 2nd level students. The first Camp titled *Entrepreneurship, Creativity and Innovation* ran from the 9 -13 July 2018 and focused on the innovation and creativity process, which is important for starting a new business. The second Camp titled *Entrepreneurial Thinking and Leadership Development* ran from the 16 - 20 July 2018 and encouraged students to think entrepreneurially and use their leadership skills to identify a societal problem and appropriate solution. In total, 55 participants attended both HEA Summer Camps. Social media tools were used to promote the Summer Camps and provide day-to-day coverage of the key activities and learning outputs. An application was submitted to the HEA to host a 2019

Summer School in *Entrepreneurship, Innovation and Leadership Development* in UCC that would cater for fifty second level students.



Food Entrepreneurship Challenge

The Food Entrepreneurship Challenge (FEC) is a competition open to final year students in BSc Food Marketing and Entrepreneurship with an aim to present innovative and dynamic ideas for developing new food businesses. The 2018 FEC took place on May 17 in the Creative Zone of the Boole Library and hosted eight competitive Groups who pitched their business proposals to a panel of judges. The Groups' ideas were very diverse and reflected a wide range of products (including: a healthy soup, chocolate butter, natural sleep beverage and an authentic Irish gin). The work was judged based on several criteria including: the relevance of the product for the market; the feasibility of the business plan; the quality of the presentation; and the creativity in developing a product ready for commercialisation.

Master Class

Professor Joe Haslam, Executive Director of the Owners Scale-up Program at IE Business School in Madrid presented a master class entitled "*Entrepreneurial Scale-Up: Growth Through Sustainability*". Professor John Bessant, from Exeter University also delivered a talk entitled "*The Innovation Imperative*". These were part of the All-Island Innovation Programme, which is an InterTradeIreland funded programme, established to promote and encourage innovation across the island.

UCC Student Entrepreneurship Awards

The College played an integral role in organising and delivering the 2018 UCC Student Entrepreneurship Awards as a member of UCC's Entrepreneurship Implementation Group. These Awards were organised in conjunction with the Entrepreneurship and Social Society and there were twenty-six applicants across the University from a diverse range of disciplines.

Blackstone LaunchPad at UCC

The College is the administrative home for Blackstone LaunchPad at UCC, an entrepreneurship initiative that supports all forms of venture creation by students, staff and alumni. Blackstone LaunchPad secured €169,728 from the HEA to deliver Student Inc., UCC's first ever full-time Summer Accelerator Programme for students. This three-year initiative will be rolled out in 2019, 2020 and 2021. In addition, Blackstone LaunchPad organised and delivered the first overseas entrepreneurship

study abroad programme for UCC students entitled “*Entrepreneurship in the Rockies*”. This was a two-week programme in Montana, United States of America, in May 2018 in partnership with the University of Montana and Montana State University. In the other direction, Blackstone LaunchPad hosted ten students and two Blackstone LaunchPad Directors for two weeks in June 2018 as they participated in an international entrepreneurship study abroad programme. Two UCC students and alumni participated in a Blackstone LaunchPad Techstars Training Camp in New York City in November 2018. To support start-ups, two cross-campus full-day Business Idea Generation Challenge events were co-organised with the participation of sixty students. A new initiative by Blackstone LaunchPad saw the delivery of a two day Business Idea Generation Challenge for third year School of Pharmacy students. This was the first time that a Blackstone LaunchPad event was incorporated into a teaching module.

Social Entrepreneurship – Strategic Goal 03, Priority Action 04, Action 16

A new social entrepreneurship module was developed in the College in 2018 with the potential to offer it across the University. Dr Mary O'Shaughnessy was appointed Enactus Faculty Advisor (2018) to mentor UCC Enactus students in preparation for their social entrepreneurial projects at the National Competitions 2019. She also led an external social entrepreneur speaker series with the UCC Enactus Society and convened a CUBS Entrepreneurship Spring Lunchtime Speaker Series with a focus on Social Entrepreneurship and Social Enterprise (financing, sustainable and inclusive rural development and community justice). There are also two PhDs currently completing research in CUBS related to social entrepreneurship and regional/rural development. These are funded under the Marie Skłodowska-Curie Action - Innovative Training Networks.

Student Entrepreneur Awards 2018 - NUIG

A UCC team, called BLives, was shortlisted for the Student Entrepreneur Awards, held in on 13-14 June 2018. BLives is a bio-innovative company that aims to accelerate the evolution of bee species around the globe. This multi-disciplinary team of young scientists was supported by staff of CUBS in preparation for the event.

Strategic Goal 3 Create value for our community through an international outlook and informed and creative engagement in local and global issues

Internationalisation, External & Civic Engagement - Strategic Goal 03, Priority Action 04, 05 Actions 05, 16, 17

Internationalisation - Strategic Goal 03, Priority Action 05, Action 03, 05

The **College Internationalisation Committee** provided strategic oversight to significant recruitment activity, working closely with the International Office and the Schools. A particular focus of activity was on the Indian market where the Chair of the Internationalisation Committee, Mr Mike Murphy, has particular expertise and interest. Working with UCC representatives and agents on the ground Mr Murphy visited India giving academic presentations as well as visiting educational institutions and fairs. The Irish stay back work visa has added to Ireland's attractiveness to students from India and the placement element of the taught postgraduate programmes in CUBS has also proven important to attract good quality Indian applicants.

The Committee supported enhanced engagement with East China Normal University, whilst discussions took place with East China University of Political Science and Law to expand the existing agreement with Law to include Business. A new partnership with Wuhan University, a top 3 Chinese Law School for Environmental Law, was agreed following a visit to Wuhan by the Dean, Professor Kilkelly.

The Head of College has supported continuing engagement with the HEA Government of Ireland international postgraduate scholarship scheme with two recipients (studying 2018/2019) as follows:

- Mr Ricardo Paredes, of the Dominican Republic, was successful in attaining a scholarship for the MSc Marine and Maritime Law and
- Mr Arif Wibisono of Indonesia was awarded a one year scholarship towards a PhD in Business Information Systems.

Given CUBS particular reliance on the India and China markets, wider internationalisation is being explored with a view to achieving greater cultural diversity in the classroom. International recruitment has been extended to Latin America and Canada. Ghana and Nigeria are also showing potential. With the support of the Irish Embassy in Vietnam, the School of Law is currently partnering with the School of Law, Vietnam National University, Hanoi, on the development of a Masters programme on anti-corruption.

The College Internationalisation Committee has raised concerns about the significant challenges facing UCC in terms of providing **suitable and sufficient accommodation** provision for students, particularly incoming international students and has advocated changes in the way university managed accommodation is allocated.

Mr Mike Murphy who has chaired the College Internationalisation Committee for several years stepped down at the end of the 17/18 and was replaced by Dr Dug Cubie from the School of Law. During Mr Murphy's term of office the College grew its international student numbers to very

significant levels – for taught postgraduate programmes they now exceed the combined international intake of such programmes for all other Colleges – and a huge debt is owed to him for his commitment and hard work.

The growth of international students in the College (74% increase in CUBS non-EU PG acceptances) has been enabled by the support provided by UCC Academy which inter alia has ensured the College's presence at student fairs around the world. The Academy has also provided important insights, based on data analysis, to inform strategic decision-making at College level.

The School of Law adopted an ambitious International Recruitment Strategy in 2018, with a number of short term goals identified to increase international student recruitment.

The internationalisation of the School of Law's activities covers three specific areas:

1. Recruitment of international students
2. International opportunities for UCC Law students
3. Research opportunities and collaborations

During 2018, Academy support for international recruitment was extended to the School of Law, combining the direct recruitment activity with a market research element to ensure the most efficient use of resources. The potential impact of this investment is already beginning to emerge.

Work is underway to deliver on ambitious targets for non-EU postgraduate recruitment from identified international markets. In order to ensure that internationalisation is embedded in all of the School of Law's activities, in line with the University's Strategic Plan, it is intended to strengthen the School's existing partnerships with leading law schools internationally, while also developing new partnerships to improve inward and outward student mobility, staff exchanges and international research collaboration that improves the international profile and ranking of the School of Law.

The School of Law hosted a number of visiting scholars in 2017-18.



Professor Kim Thomas from the University of Michigan, was **Visiting Fulbright Scholar** in the School of Law in semester 1 2017-18. Professor Thomas's research, teaching, and practice concentrate on criminal law and procedure, especially on sentencing law and practice, juvenile justice, parole and post-conviction, and indigent persons accused of crimes. Professor Thomas co-taught Juvenile Justice on the LLM Children's Rights and Family law and gave a guest lecture on 20 November 2018 as part of her Fulbright visit.

Professor Jonathan Todres from Georgia State University, Atlanta, USA, joined the School in Semester 2 as a **Visiting Fulbright Scholar**, and focused on human rights education during his stay, also co-teaching International Children's Rights with Professor Kilkelly on the LLM Children's Rights and Family Law.



The School of Law hosted an academic delegation from **Ukraine and Moldova** as part of an **Erasmus+ programme** in October 2017. The delegation included a former UCC graduate, the Vice Chancellor of the International Scientific Technical University in Ukraine, and the Head of the Faculty of Law at the Moldova State University.

Community and Civic Engagement - Strategic Goal 03, Priority Action 04, Action 16

The College has been instrumental in supporting the development of Community and Civic Engagement by the University.

Community and Civic Engagement (CCE) in UCC

Dr Karen Neville (CUBS) together with Research Support Officer, Dr Martin Galvin, have worked to develop Community and Civic Engagement (CCE) in UCC. The focus of the work to date has been on developing a strong policy and organisational environment for engagement at UCC, through supporting the development of a UCC Strategic Plan for Civic and Community Engagement (2017-2022) in line with national policy. Outcomes arising from the role so far include:

- A completed strategic plan for civic and community engagement that has significantly raised the profile of UCC's work in this area locally, nationally and internationally.
- A process to strengthen, better communicate and build capacity within UCC's community-facing infrastructure, across our colleges, offices, funded research centres and institutes.
- A process to embed community based research and learning across the curriculum, through the establishment of a University Community Based Research and Learning Committee chaired by Vice-President Learning and Teaching, Prof Paul Mc Sweeney. The Committee seeks to drive the institutionalisation of civic and community engagement in UCC, across our mission, communications, research, curriculum, graduate attributes and community partnerships. CBL is represented by Dr Karen Neville and Dr Louise Kenny.
- The strengthening and mainstreaming of the Community Academic Research Programme.
- A significant broadening and uptake of civic engagement amongst staff, increased research partnerships with the community, and submissions for externally funded research grants.

Economic and Societal Impact Report of University College Cork

Prof Mark Hutchinson and Mr David Hogan (CUBS) were instrumental in delivery of the '**Economic and Societal Impact Report of University College Cork**'. The Report indicates that UCC generates €2.3 million per day for the Irish economy and that the University supports almost 15,000 jobs on an annual basis, which equates to approximately 1 in every 15 jobs in Cork city and county.

"We're an acknowledged centre of academic excellence in both learning and teaching, and we aim to make a significant, sustainable and responsible contribution to Ireland and its people. Beyond the jobs and the €2.3 million per day, UCC prepares world-ready and work-ready graduates and adds to the attractiveness of Cork as a place in which to live, work and to do business," said UCC President, Professor Patrick O'Shea.

Highlights from the study include UCC's total economic impact (Gross Value Added) amounting to €853 million annually; that output is produced for a €151 million state investment. For every €1 of state investment, UCC returns €5.68 to the Irish economy. UCC graduates who remain and work in Ireland create extra economic value of up to €24.8 million for the economy in the first year after graduation, compared to non-university graduates, the study reveals.



Co-author of the Report, Professor Mark Hutchinson (CUBS), Professor Patrick O'Shea, President of UCC and President of the Irish Universities Association 2018 and co-author, David Hogan, Finance Researcher at CUBS.

School of Law External Engagement Activity

Marketing and Management Support

In September 2017, the School of Law appointed a Project Manager to provide formal project management and marketing support for the development of a visual identity, digital and engagement strategy for the School of Law to heighten its identity and enhance its reach nationally and internationally.

A number of key deliverables were achieved as part of the marketing project, including revised School branding, electronic postgraduate programme brochures, a series of templates to support postgraduate recruitment, e-mail signatures for School staff and signage in the School. Work is continuing on redeveloping the School website, whilst the first issue of the relaunched [School of Law Newsletter](#) was circulated to alumni and friends in August 2018.

IT Law Clinic

The IT Law Clinic continues to enhance its engagement in the broader community. It was established to facilitate postgraduate law students provide information to start-up entities on issues such as copyright law, web domain names, electronic commerce law and data protection law. As indicated in previous reports the development of the IT Law Clinic builds on UCC's membership of iLINC, the EU network of ICT Law Incubators (see www.ilincnetwork.eu). Some of the specific activity this year included:

- In March 2018, Garrett O'Neill of the Data Protection Commission gave a guest seminar to the IT Law Clinic on data protection and GDPR

- In April 2018, Chris Bollard of Matheson, Dublin, gave a seminar to the IT Law Clinic discussing the GDPR, Intellectual Property and legal advice to start-ups.

Alumni Events, Conferences, Seminars and Lectures

The third **annual alumni event of the School of Law** was held in Dublin in December 2017. Attended by approx. 100 guests, including the Chief Justice, Mr Frank Clarke, the event provided a wonderful opportunity to connect with law graduates. Dr Catherine Day was the guest speaker, with a speech on the future of the European Union titled: 'Where does the EU go from here?'



Pictured at the School of Law Alumni Event Dec 2017 L-R. The Chief Justice Mr Justice Frank Clark, Adjunct Professor of the School of Law; Dr Catherine Day, Guest Speaker at the event; Professor Ursula Kilkelly, Vice-Admiral Mark Mellett, Adjunct Professor of the School of Law

The Centre for Criminal Justice & Human Rights (CCJHR) and the Irish Mental Health Lawyers Association jointly hosted the **Mental Health and Capacity Law Annual Conference** in May 2018, whilst the 16th Annual Law and the Environment Conference took place in April 2018. This unique event in the Irish environmental calendar, provides a forum for the expert presentation of legal developments and research results in the area of Environmental Law, Regulation and Policy, as well as an informal forum for the exchange of views among policy-makers and regulators, regulated operators, the environmental NGO community, and Irish (and overseas) academic researchers and professionals.

A series of engagement events with leading Dublin law firms took place in 2018, in conjunction with the Development and Alumni Relations Office as part of the School's Alumni Engagement Strategy.

The Dean of Law hosted a meeting of the **Heads of Irish Law Schools** at UCC's School of Law in May 2018, to discuss the shared challenges and opportunities faced by Irish Law Schools.

Staff Achievements

Dr Louise Crowley was a recipient of the **Exceptional Citizen Award** in the 2018 UCC Staff Recognition Awards.

CUBS External Engagement

CUBS faculty were recipients of the Fáilte Ireland National Conference Ambassador Awards: Dr Ronan Carbery, for the 16th International Conference on Human Resource Development, Research and Practice across Europe and Dr Frederic Adam for the European Technology Assessment Conference.

School academics and research centres have **convened leading national and international conferences and events** during the academic year 2017-18.



i. Cork University Business School held the **21st Irish Academy of Management (IAM) Conference** in September 2018. The conference focused on the theme "*Does Management Matter?*" and had over 250 delegates.

Dr Ronan Carbery and Dr Ultan Sherman, were members of the organising committee Irish Academy of Management Conference

Both subsequently received an Ambassador Award from Cork Convention Bureau for hosting the 21st IAM Ireland Conference

- ii. The **European Regional Science Association Congress "Places for People: Innovative, Inclusive and Liveable Regions"** was hosted by CUBS' Spatial Economics Research Centre in September 2018. Dr Declan Jordan (Economics) was the lead organiser of this major international conference in Cork. Drs. Declan Jordan, Frank Crowley, Jane Bourke, Justin Doran, Noirin McCarthy and Lisa Noonan, were members of the organising committee for Congress. There were 708 Attendees, 216 Sessions, with up to 30 parallel sessions at a time delivering a spend of over €1 million to the local economy. Dr Declan Jordan subsequently won **The Cork Convention Bureau Academic Conference Ambassador Award** for bringing the ERSA 2018 Conference to UCC.



Pictured at the ERSA 2018 Congress: - Dr. Declan Jordan, Dr. Frank Crowley, Professor Andres Rodriguez-Pose, Professor of Economic Geography at London School of Economics, Dr. Justin Doran, Dr. Noirin McCarthy

- iii. CUBS, The Environmental Research Institute (UCC) and the Environmental Protection Agency (EPA) hosted a half-day workshop in Dublin - *EU ETS REFORM, EMISSIONS TRADING AND BREXIT* with participation of policy-makers, academics, and industry representatives – 1st May 2018 – facilitated by Dr. Celine McInerney.
- iv. Dr Nick Chisolm and the Centre for Global Development, Department of Food Business & Development, hosted a Conference – *‘Global Hunger Today: Challenges and Solutions’* in May 2018 held in conjunction with the National Famine Commemoration taking place in UCC.
- v. Mike Fitzgibbon, Food Business & Development, CUBS, organised events in Cork for 300 children in Direct Provision with the assistance of UCC Colleagues Drs Deirdre Horgan, Eluska Fernandez, Ciara Burke, supported by the STAR society and other students in December 2018.
- vi. CUBS, facilitated by Dr. Olive McCarthy, hosted a delegation the Universidad de San Carlos de Guatemala for the new MSc in Co-Operatives, Agri-Food and Sustainable Development in April 2018.
- vii. Dr Mary O’Shaughnessy, Co-Director of Microfinance Ireland won **Best Finance Provider** for Irish Micro Enterprises at the InBusiness Recognition Awards 2018.

Scholarships and Awards

CUBS established a scholarship in association with the **30% Club** to help promote women taking on leadership roles within companies and organisations in 2018. The 30% Club is a collaborative business-led effort aiming towards 30% female representation in senior management by 2020. The scholarship consists of 100% of tuition fees for the UCC Executive MBA 2019/20 programme for one successful female applicant.



The FDC Group has provided Scholarships for up to 20 students over a five year period on the MSc in Co-operatives, Agri-Food and Sustainable Development and/or the MSc in Management and Marketing, to be known as **‘The Jack Murphy Scholarship’**. The programme provides successful applicants with a scholarship valued at €12,500, along with a guaranteed five-month placement opportunity within the FDC Group. Developed in conjunction with CUBS programme directors Dr Olive McCarthy and Mr

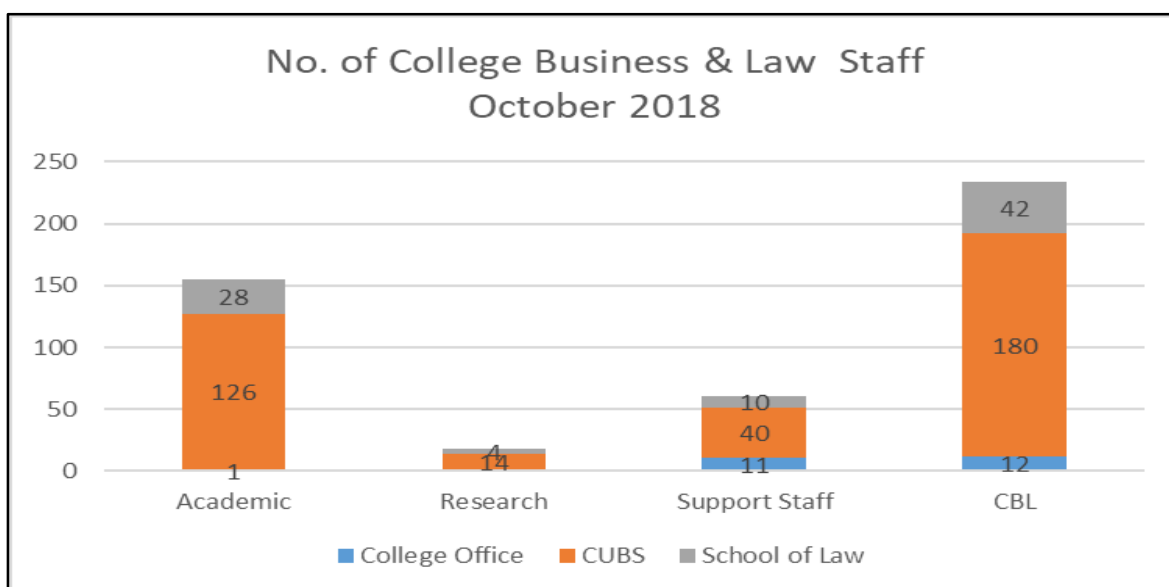
Michael Murphy, the ‘Jack Murphy Scholarship’ was established after FDC Group senior managers witnessed at first hand, the contribution made by students on placement within the company.

Pictured MSc Management & Marketing student recipients of the inaugural ‘Jack Murphy Scholarship’ met with their mentors at the FDC Group Cork HQ

Strategic Goal 4. Attract, develop, support and retain staff of the highest quality, thereby ensuring a diverse staff who are enabled to reach their full potential

Staff Resource & Development - Strategic Goal 4, Priority Action 6, Action 23, 24

At October 2018, the staff number in the College of Business and Law was at 234 staff. Reviewing approved open positions for the two calendar years 2017 and 2018, there were 27 academic roles which were replacement openings, in the main replacing internal staff who were successful in being appointed to other roles. In addition, 10 new lecturer appointments were recruited across CUBS, and two new lecturers were appointed in the School of Law over the two year period. CUBS’ second round of professorial recruitment was concluded during 2017/2018 and six Chairs took up their positions in this year, many recruited internationally. Four new research staff commenced in the College during the year.



Professor Kilkelly was appointed Head of the College of Business and Law for a five year term in April 2018, following open competition for the position. Subsequently, UMTO approval was granted for the recruitment of a new Dean of Law at full professorial level, a position Prof Kilkelly has held since 2012. Following external competition, Professor Mark Poustie was appointed to the role and will take up the position on 1 May 2019.

To support the development of CUBS, a School Manager was appointed, and the restructuring of professional services is now underway.

A progression round in 2017/2018 resulted in 22 lecturers meeting the criteria to progress across the merit bar. The administration staff promotion round saw three members of CUBS administrative staff promoted and two staff in the School of Law.

Gender diversity within the College is largely well balanced within the academic staff although female representation at the professorial level in CUBS needs attention. This will be addressed in 2018/2019 with increased focus on attracting talent through targeted recruitment, encouragement and development of internal female talent, and increased support for female staff through various Athena Swan initiatives. In addition, the Business School will seek University support for the nomination of female professors under the Strategic Academic Leadership Initiative (SALI). Support Staff are predominantly female and the diversity balance at senior support staff level may need to be addressed. This will form part of the College's new Staffing Plan.

Gender Diversity by Role

Support Staff Oct 2018	Gender Diversity No of Staff		Support Staff Role Category	Gender % of Total Support Staff		Gender % by Role Category	
	Female	Male		Female	Male	Female	Male
SENIOR MANAGEMENT - ADMIN		1	1	0%	2%	0%	100%
SENIOR ADMIN [GRADE 8 UPWARDS]	1	2	3	2%	3%	33%	67%
ADMIN [GRADES 5-7]	22	5	27	35%	8%	81%	19%
SENIOR EXECUTIVE ASSISTANT	14	1	15	23%	2%	93%	7%
EXECUTIVE ASSISTANT	12	2	14	19%	3%	86%	14%
SENIOR DEMONSTRATOR		1	1	0%	2%	0%	100%
TECHNICAL OFFICER		1	1	0%	2%	0%	100%
Total Support Staff	49	13	62	79%	21%	79%	21%

Academic Staff Oct 2018	Gender Diversity No of Staff		Academic Staff Role Category	Gender % of Total Academic Staff		Gender % by Role Category	
	Female	Male		Female	Male	Female	Male
PROFESSOR	3	9	12	2%	6%	25%	75%
PROFESSOR (SCALE 2)	6	6	12	4%	4%	50%	50%
SENIOR LECTURER	13	14	27	8%	9%	48%	52%
LECTURER (ABOVE BAR)	25	35	60	16%	23%	42%	58%
LECTURER (BELOW BAR)	22	22	44	14%	14%	50%	50%
Total Academic Staff	69	86	155	45%	55%	45%	55%

The College has established a College Athena SWAN Equality, Diversity and Inclusion (AS EDI) Committee. The Committee will, in the first instance, prioritise support for the application for an Athena Swan Bronze Award currently being prepared by the Department of Business Information Systems. Active consideration is being given to proposing the School of Law as the next College applicant for an Athena Swan award.

Throughout 2017/2018, 110 members of staff attended 33 Learning and Development programmes initiated by the UCC Learning and Development team. 11 senior academic staff attended either Current or Aspiring UCC/IMI Senior Leadership Programmes in addition to seminars and developmental events organised within the College and across the University. For the year ahead, a staff development plan will be developed with needs identified, in the first instance, through the Performance Development and Review process currently underway.

With regard to the international balance of staff, the College is currently trending with 82% staff of Irish Nationality, 14% EU (non Irish) and 2% international outside of the EU. A recruitment focus over the coming years will be to build the internationalisation of staff bringing increased global expertise and experience. There is also an increased focus on staff engaging internationally with various partnerships developed with European and International universities and this should be leveraged for international recruitment purposes.

Restructuring of the College Office is ongoing to ensure a structure is in place to support the Head of College to meet the University's strategic objectives. To this end, additions to the College Office

Team include a Research Manager, a full-time HR Business Manager and an Executive Education Manager (based at Lapp's Quay, Centre for Executive Education). This team including the Finance Analyst, the College Manager and administrative staff support the Head of College to develop and implement a strategy for the College of Business and Law fully aligned with the University strategy.

Strategic Goal 5. Strengthen our infrastructure and resource base.

Strategic Initiatives supported by the College Strategic Goal 5, Priority Action 2, Action 29

The Head of College led a number of strategic initiatives on behalf of the University over the period including: -

- the redevelopment of the Cork Savings Bank Building, Lapps Quay, as the University's Centre for Executive Education;
- progressing identification of the site for the new Business School building;
- the implementation of the UCC-IMI merger and driving the entrepreneurship agenda of the University. (Entrepreneurship is dealt with under the section dealing with Strategic Goal 2 above).

1. Cork University Business School Building Projects

CUBS had two main building projects underway during the period – (i) the refurbishment and completion of the Old Cork Savings Bank, Lapps Quay, to repurpose it as the new University home for executive education in the city and (ii) the new CUBS building. In this regard, in January 2018 UMTO established a CUBS Buildings Steering Group, as a sub-group of UMTO, to ensure that appropriate governance is in place for both projects. The Head of College chairs this group.

1.1 Centre for Executive Education



Following acquisition, planning and design, Summerhill Construction took responsibility for the site in October 2017. As a heritage and listed building in the city, considerable efforts were made to maintain the integrity of the original features of the building during the

refurbishment, clearing non-architecturally significant changes which had been undertaken over the years, whilst repurposing it for executive education delivery. The majority of the construction work was completed during 2017/2018 and the building was opened for occupancy in October 2018 and was launched by An Tánaiste Simon Coveney, TD in

November 2018. Since then an Executive Education Manager was appointed by the Head of College to manage the facility, together with an EA/Receptionist. Three IMI staff also lease space in the building.

1.2 Business School – Site evaluation

Cost benefit analysis on the feasibility and options for the proposed new business school building was undertaken during 2017/2018. Assessment of a number of potential sites within the city centre was undertaken before extensive evaluation of a short list led to a preferred location being identified. The site is large enough to support a 20,000M² building for the Business School's projected 4,000 students and 200+ staff. A final site was identified after the end of the reporting period dealt with in this section of the report and is being progressed for acquisition and development. More specific information on the current situation regarding the CUBS Building Project is contained in Section 3 of this Report.

2. Irish Management Institute Integration

The Head of College has lead responsibility for the integration of IMI into the University, with necessary policy and other alignment. This is a necessarily complex operation and it is provided structure via the UCC-IMI Steering Committee. Phase 1 of the IMI Integration project was initiated in 2017 to consider a number of strands including:-

Corporate Governance; Academic Quality and Standards; Operations; Financial Alignment; and Engagement and Communications. These areas progressed positively during the period. With regard to the other strands the University Management Team was presented with a revised Subsidiary Operation Agreement (SOA) in July 2018 containing the changes/additions proposed at the UCC-IMI Integration Steering Committee arising from its Governance, Finance and Operations work streams. It was also approved by the IMI Board at this period.

Significant investment in the physical infrastructure of the Sandyford Campus continued throughout the period, with refurbishment and upgrade of the key teaching facilities within the buildings a priority. Alignment of financial systems and processes were implemented and operational issues were addressed including channels of communication regarding potential developments with the IMI.

A Governance Handbook was developed and submitted to UMTO in April 2018 for approval in advance of its final consideration by the IMI later that month. The document establishes a formal statement of governance structures and relationships within the IMI as well as defining the principal activities and responsibilities of the senior officers of the organisation. As this annual report covers the period to the end of September 2018 more specific information on the current situation regarding the IMI merger is outlined in Section 2 of this document.

Finance - Strategic Goal 5, Priority Action 6, 28

The following reports on the College's financial position and results for the year ended 30 September 2018.

Total state grant and fee income generated by the College for teaching and learning amounted to €29.6M, an increase of €1M from prior year. Research income amounted to €1.8M.

The College's operating surplus for the year amounted to €406K.

INCOME ANALYSIS – 5 YEARS

Sources of Income	2013/2014	2014/2015	2015/16	2016/17	2017/18	Change Yr on YR	% Change Yr on Yr	5 Year % change
State Grant	8,586	7,588	7,271	7,161	7,897	736	9%	-8%
Fee Income - EU UG Students	10,680	11,180	12,253	12,782	12,799	17	0.1%	19.8%
Fee Income - Non EU UG Students	1,026	1,163	1,276	1,318	1,449	131	9%	41%
Fee Income - EU PG Students	3,849	4,062	4,539	5,487	4,790	- 697	-15%	24%
Fee Income - Non EU PG Students	749	956	1,232	1,524	2,445	921	38%	226%
JYA visiting students	255	294	378	403	266	- 137	-52%	4%
Total State Grant and Fee Income	25,145	25,243	26,949	28,675	29,646	971	3%	
Contribution from Research overhead income	343	328	367	773	347	- 426	-123%	1%
ACE Income	356	361	436	349	272	- 77	-28%	-24%
Total	25,844	25,932	27,752	29,797	30,265	468	2%	17%

Operating Revenue

Total operating revenue from primary business activities (State grant and Fee Income) increased by 3% year on year to €29.6M equating to a €1M increase. This increase is primarily due to increased Non-EU PG Fee income.

The College is acutely aware of the continued decline in the State Grant and so has invested in international student recruitment as a replacement for core Exchequer funding. Consequently, the College has continued to perform strongly, with fee income from international students up by 226% for PG and 41% for UG in the past 5 years.

The strong national economic recovery has impacted on our PG EU income in 2017/18 (down by 15%). The College is undertaking a number of strategies to address this. For example, it has revised and launched new programmes in the areas of Strategic Marketing, and Food Security. These programmes link quite well to UG offerings. It is hoped that this will serve to retain more of UCC's graduates. A review of the BComm programme is underway (completed in 2019) to align progression pathways within the programme more closely with employer requirements and the PG suite of programmes. The College is seeking to invest in EU level recruitment to sell our programmes across Europe.

Operating Expenses

Total operating expenses increased by 3.8% to €20.6M.

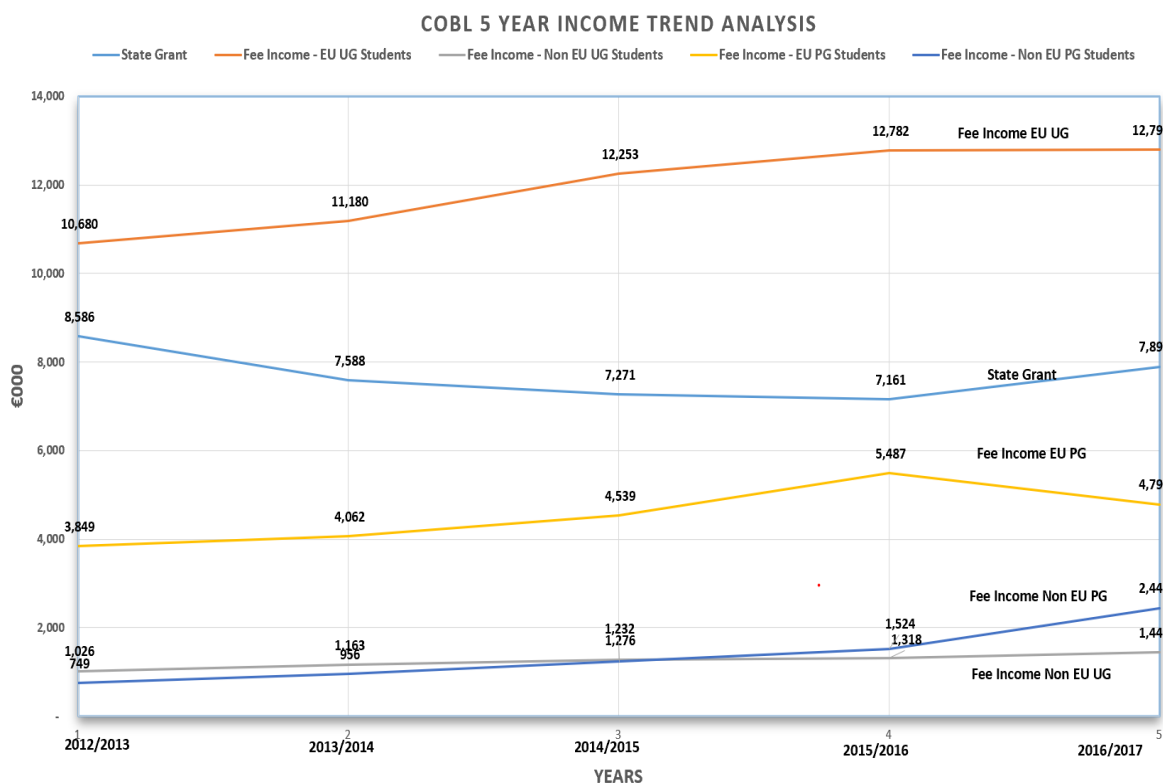
Pay costs (salaries and benefits) represent 83% of the Colleges total operating expenses and increased by 6% to €17M. This is a result of CUBS recruitment of six additional Professors and backfilling positions vacated as a result of promotion.

Non-pay costs supporting the operational running of Departments decreased by 3.7% or 136K overall notably in the following areas:

- Consumables and office expenses have reduced by 54% year on year representing the efforts made by each Department to stay within budgets and guarantee value for money.
- Travel and Subsistence has also reduced by 4.5% year on year.

- Recruitment & Consultancy have reduced by 18% year on year

The central overhead recharge of University support costs amount to €10.2M representing an increase of 3% on prior's year's charge of €9.95M.



Fundraising and Other Income Highlights

- Blackstone LaunchPad was successful in receiving funding for a Student Research Collaboration scheme in conjunctions with CIT and IT Tralee.
- Bank of Ireland confirmed a 5 year sponsorship commitment to the College amounting to €345,000 per year over 5 years. This is broken down as follows:
 - €100,000 per year to Business Information Systems research fund
 - €100,000 per year to the Financial Services Research Centre
 - €90,000 per year towards the Lapp's Quay development fund
 - €10,000 per year towards the annual CUBS conference
 - €45,000 per year towards Blackstone LaunchPad.
- BIS was successful in receiving HEA ICT (Information Communication Technology) Skills income allocation for success in increasing additional undergraduate level 8 ICT places
- School of Law was successful in receiving additional HEA income of €70,720 for participation in the 'Advanced Irish Language Skills Initiative'.

Section 1 - Conclusion

The College has had a very successful year in which key University strategic goals, priority actions and actions were significantly addressed and/or progressed. The College's advancement of the research agenda is of particular note. The activities outlined position the College and its schools well to address its programme of initiatives in 2018/19

SECTION 2

IMI MERGER: UPDATE

Strategic Goal 5, Action 6

Activity for 2017/18 is given in Section 1 of this report under Strategic Goal 5 above. The following is a more comprehensive update on the current activity regarding IMI merger activity.

The **Head of the College of Business and Law, Professor Kilkelly**, is the UMTO lead for the project. She is supported by an executive team comprising:-

Michael Farrell, UCC (to February 2019)

Professor Thia Hennessy, Dean, CUBS

Dr. Simon Boucher, CEO, IMI

Ms Jennifer Casey, Senior Project Manager, UCC Academy

Project Overview

The IMI Integration Project is directly aligned with Action #6 of UCC's current Strategic Plan. The objective of the project is to transition IMI from its previous status of a linked provider of UCC to a subsidiary of UCC that is fully integrated into the University. While IMI's status as a UCC subsidiary is relevant to many of the governance arrangements, IMI's status is complicated by the fact that its activity is wholly academic in nature. It thus does not neatly align with the other subsidiaries and greater integration with the University's systems and procedures – including but not limited to academic governance and quality assurance – is essential. Moreover, although responsibility for the project must take place at University level, the development of close strategic alignment with CUBS is a necessary medium to long-term necessity if the aims of the merger are to succeed.

The IMI Integration Project comprises two phases:

Phase 1

The objectives of the first phase of this project were to design and implement technical and operational alignment activities and harmonise policies and procedures to meet statutory and regulatory requirements.

This phase ran from Q4 2016 to Q2 2018.

Phase 1 of the project involved the following areas of focus:

- **Corporate governance** – implementation of arrangements outlined in the Implementation Agreement and Subsidiary Operating Agreement including reconstitution of the IMI Board and Council, and UCC appointments to both; and development of a Corporate Governance Handbook for IMI.
- **Academic quality and standards** – enhancement of academic governance arrangements that allows UCC to have appropriate oversight.
- **Financial alignment** – implementation and alignment of financial compliance between UCC and IMI to meet public sector requirements. This included, for example, transition of the IMI financial year from a calendar to an academic basis.
- **Operations** – integration of aspects including Library, IT, and Buildings and Estate.
- **Communications and engagement** – development and roll-out of a communication strategy and plan to introduce IMI to the Colleges, research centres, Academic Council and others.

The Subsidiary Operating Agreement (SOA) was revised to take account of changes in operations as a result of the work completed in Phase 1. Revisions to the SOA were considered by the IMI Integration Steering Committee before being submitted to UMTO for approval on 3rd July 2018 and signed by UCC President on 26th July 2018. The SOA is the single point of reference for information on UCC’s management and oversight of its relationship with IMI.

Phase 2

This phase runs from Q3 2018 to Q3 2019.

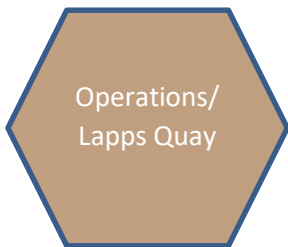
The **objectives** of this phase of the project are to:

- document appropriate governance and quality assurance measures for all IMI academic activity;
- identify strategic collaboration opportunities and deepen the relationship;
- advance communications and engagement, identifying key internal and external stakeholders.

The launch of UCC’s Centre for Executive Education at Lapp’s Quay was also a priority for 2018.



Phase 2 – Work Completed to date



- Launch of new UCC Centre for Executive Education in Lapp’s Quay:
 - Fit out plans agreed
 - Construction work completed
 - AV/IT Implemented
 - Furniture and fittings installed
 - Facilities management arrangements in place
 - Staff transitioned
 - Finalise Standard Operating Procedures for Lapps Quay
 - First event (IMI Masterclass) held
 - Launch event held
- Upgrade of IMI campus – phase 1
- Roll-out of HEAnet in IMI campus



- Research into quality standards conducted– UCC, QQI and AACSB
- Drafting of discussion papers on academic matters commenced, including on the introduction of the professional diploma, registration of IMI participants, governance for non-credit bearing programmes
- Engagement with IMI and Offices of Academic Affairs & Registry and IMI’s Registrar’s office to discuss appropriate academic governance
- Academic policy mapping underway
- Outline of proposed new Academic Governance Framework agreed
- Discussions on new academic governance structures begin
- Recruitment of new (full-time) Registrar for IMI
- IMI supported around the development of a revised Associate Strategy to ensure AACSB standards are met
- IMI participation in Quality Review of CUBS and ongoing AACSB support.

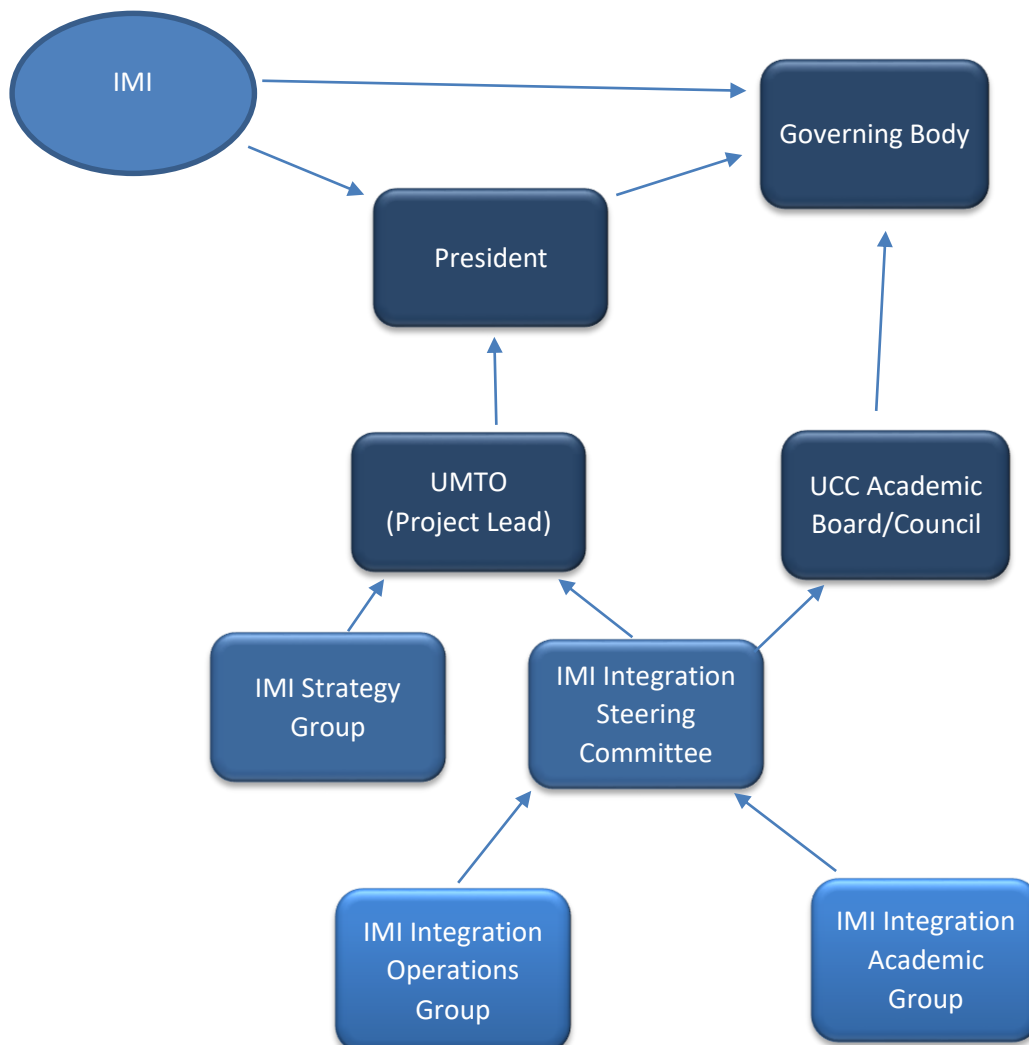


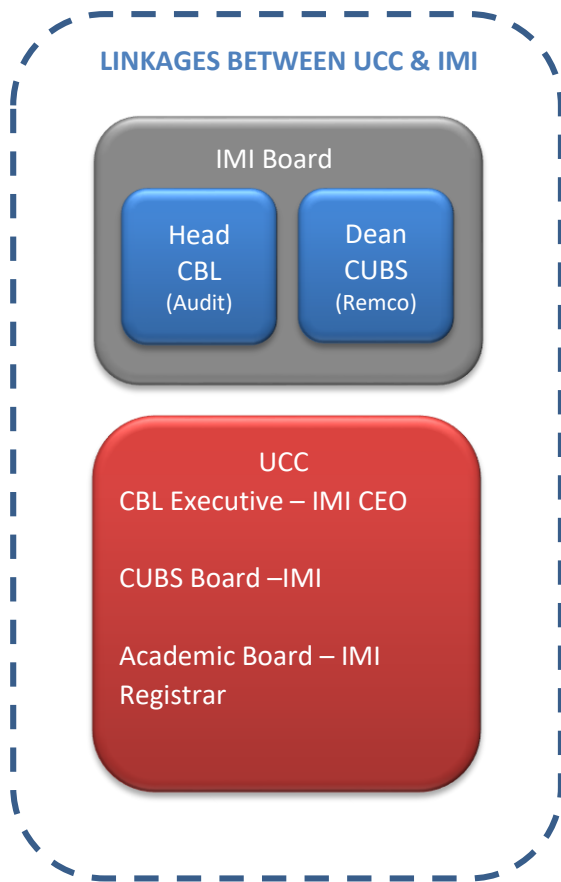
- Weekly project status calls held
- Key messages presentation developed
- Presentations to internal (e.g. Research Centres) and external (e.g. Cork Chamber) stakeholders conducted
- Branding agreement revised in line with relationship development and to take account of IMI repositioning and rebranding
- Fortnightly reporting to UCC of IMI business development opportunities



- ☑ UCC input into IMI strategy at Board level
- ☑ Relationship between UCC staff and IMI clarified
- ☑ IMI Strategy Group established to consider high level and strategic matters on behalf of the University
- ☑ Work ongoing in executive team to flesh out the vision for IMI, CUBS and UCC
- ☑ Subsidiary Operating Agreement revised and signed by UCC President and Chairperson of IMI Board.

PROJECT GOVERNANCE





The linkages between UCC and IMI take place at a number of levels and in a number of ways. The use of these linkages as formal channels of communication is being continuously enhanced.

In addition, the Head of CBL and IMI CEO have day-to-day contact, while the executive team has a weekly call to monitor project progress.

The President appoints the Board of IMI and there are two UCC staff members on the Board – the Head of the College of Business and Law and the Dean of the Business School.

At UCC, the CEO of IMI sits on the College of Business and Law Executive Management Committee.

The Director of Executive Education sits on the CUBS Board.





The newly appointed IMI Registrar will be appointed to Academic Board.

Progress Report

Substantial progress has been achieved in meeting the deliverables of the project, as set out above and the IMI integration project has been making steady progress towards the end of year (18/19) completion of Phase 2. This has been enabled, and risks minimised, by regular communication between the UMTO Project Lead, the Head of College, and the IMI CEO, Dr Simon Boucher, and other members of the UMTO and executive team as appropriate. Communication at all levels has been critical to progress made so far.

Focus shifted considerably to academic integration and governance in 18/19. This is a complex process that must take account of the requirements of UCC policy, AACSB standards and other QQI expectations. It must also ensure an appropriate balance is struck between the maintenance of IMI’s commercial agility and success and the quality assurance standards associated with a globally ranked University. This process involves policy alignment across all areas of academic affairs, a significant exercise in the mapping of practice and the development of ‘business-as-usual’ operating procedures. This process has been delayed slightly to enable the involvement in the process of IMI’s new Registrar, Dr Tara Ryan, in the process. Dr Ryan joined the IMI on 25th March 2019 and will be

co-opted as a member of UCC’s Academic Board in April 2019. This is a very significant appointment for the academic integration process. The key deliverable is the approval by Academic Board and Academic Council in June 2019 of the new/revised academic governance framework. Working through the wrinkles associated with the AACSB accreditation process is also vital to the successful progress of the integration project.

<p>Operations / Lapps Quay</p> 	<p>Academic Governance</p> 	<p>Comms & Engagement</p> 	<p>Strategic Collaboration</p> 
<ul style="list-style-type: none"> ❑ Undertake facilities management review meetings (BAU activity) ❑ Conduct interim review of Standard Operating Procedures for Lapps Quay (BAU activity) ❑ Upgrade IMI campus – phase 2 ❑ Reconstitute Operations Group – revised Terms of Reference ❑ Agree branding for Centre for Executive Education, Lapps Quay ❑ Review and enhance Lapps Quay arrangements 	<ul style="list-style-type: none"> ❑ Finalise Academic Governance Framework and secure university approval for: <ul style="list-style-type: none"> • introduction of new award type for IMI diplomas • independent enquiry on IMI Masters programmes • mapping of UCC policies with exercise • registration of IMI participants • faculty sufficiency • academic governance – responsibilities and reporting • academic governance for non-credit bearing programmes 	<ul style="list-style-type: none"> ❑ Continue presentations to internal and external stakeholders ❑ Approve revised branding agreement ❑ Agree and implement plan for parallel discussions between UCC and their IMI counterparts ❑ Agree and implement engagement and communications plans for academic governance framework ❑ Continue CUBS engagement with IMI 	<ul style="list-style-type: none"> ❑ Revise IMI Integration Project KPIs ❑ Draft and issue (by UCC President) Shareholder Expectation Letter ❑ Review and update Subsidiary Operating Agreement / governance arrangements ❑ Develop longer term strategy for UCC / IMI and future integration success factors ❑ Agree collaborative programme types and resourcing (e.g. jointly developed and delivered programmes)

Closer Alignment

As the project progresses, it is clear that strong working relationships need to continue to be built between IMI and UCC staff at all levels. A process of relationship mapping is underway, to introduce counterparts at IMI and UCC to each other. Given the long-term vision for IMI as a key partner of CUBS, however, it is pivotal in this process that relationships are built gradually between IMI and CUBS. CUBS staff currently teach on IMI programmes and this needs to continue not least to satisfy the requirements of AACSB faculty sufficiency, which requires that 40% of each credit bearing programme must be delivered by scholarly academics (i.e. PhD qualified, research active staff). Once new arrangements have been agreed for the resourcing of CUBS staff contribution onto IMI programmes, it is proposed to roll out a series of strategic dialogue sessions between CUBS and IMI leaders.

Students are also beginning to see the benefit of the IMI merger. For instance, the IMI delivered a professional development skills module for postgraduate students in CUBS during January 2019. This training took place in UCC's Centre for Executive Education with 60 CUBS students from two programmes present. This is the first rollout of a broader plan that will see over 200 CUBS postgraduate students partaking in this module over the coming year. The longer-term ambition is to scale this module to all postgraduate students in time. This and other initiatives – like the availability of places on IMI programmes for UCC staff as part of the Staff Development programme – will help to achieve buy-in from UCC staff for the merger.

Challenges

Michael Farrell, the project lead, played a pivotal role in the project until his resignation in February 2019. As UCC's Corporate Secretary, Michael's relationship with IMI predated the strategic alliance and we were exceptionally fortunate to have someone of his expertise and experience committed to the success of the merger for the duration of the project. Michael played an invaluable role in ensuring that the IMI acquisition was a success and that the University's interests were protected at all times. He is a huge loss to the project. The Senior Project Manager will also leave the project in July (to go on maternity leave) and although distinct milestones will have been achieved at that point, both departures from the project will require consideration to be given as to how best to support IMI integration going forward and in the long term.

Considerations for Governing Body:

1. **Complexity of the merger** – at some level the process of integration is simpler because IMI is an academic institution like UCC but its private, commercial and business orientation mean that it looks and feels different to UCC. This is hugely refreshing but it also adds a complexity to the merger where public meets the private sector. It is a wholly owned subsidiary but an academic entity with a highly cyclical business, so it does not fit neatly into any box. As a result, many of the issues we have to address require new solutions that can take time and imagination to create.
2. **Intensity of the merger** - The merger process is a high contact, often intensive process that requires extensive communication and collaboration. Working relationships are extremely

good between the parties however and the project management approach, with appropriate structure and risk management, works very well. There is a high dependency on key personnel.

3. **Managing expectations** – undertaking the IMI merger while CUBS is developing and undergoing transformation of its own, with the accreditation process also underway, adds further challenges to an already complex process. The University's strategic objectives – that CUBS will achieve AACSB accreditation and the merger potential will be maximised – are entirely legitimate but they are onerous in light of the limited resources available both in UCC and in IMI.



SECTION 3

UPDATE ON CUBS - BUILDING PROJECT

Strategic Goal 5, Priority Action 2, Action 29

Activity for 2017/18 is given in Section 1 of this report under Strategic Goal 5 with respect to headline issues associated with the CUBS Building Project. The following is a more comprehensive update on the current status of the CUBS Building Project.

The UMTO lead on this project is **Professor Ursula Kilkelly, Head, College of Business and Law**.

The **CUBS Building Steering Committee** was established by **UMTO in 2018** with the following membership:

Professor Ursula Kilkelly, Head, College of Business and Law (Chair)
Professor Thia Hennessy, Dean, CUBS
Mr. Mark Poland, Director of Buildings and Estates
Ms. Nora Geary, Corporate Secretary
Mr. Diarmuid Collins, Bursar

Background

Cork University Business School (CUBS) was established in December 2014. This realised the ambition in the **University's Strategic Plan 2013 – 2017**, which identified the establishment of an innovative business school as a leading action for achievement by 2017.

The CUBS Business Plan was approved by UMTO in 2016. This identified the need for a standalone building to bring the School's staff and students together in one place, to accommodate future growth in staff and students and to ensure that the quality of the infrastructure appropriately matches the School's ambition as an internationally accredited Business School.

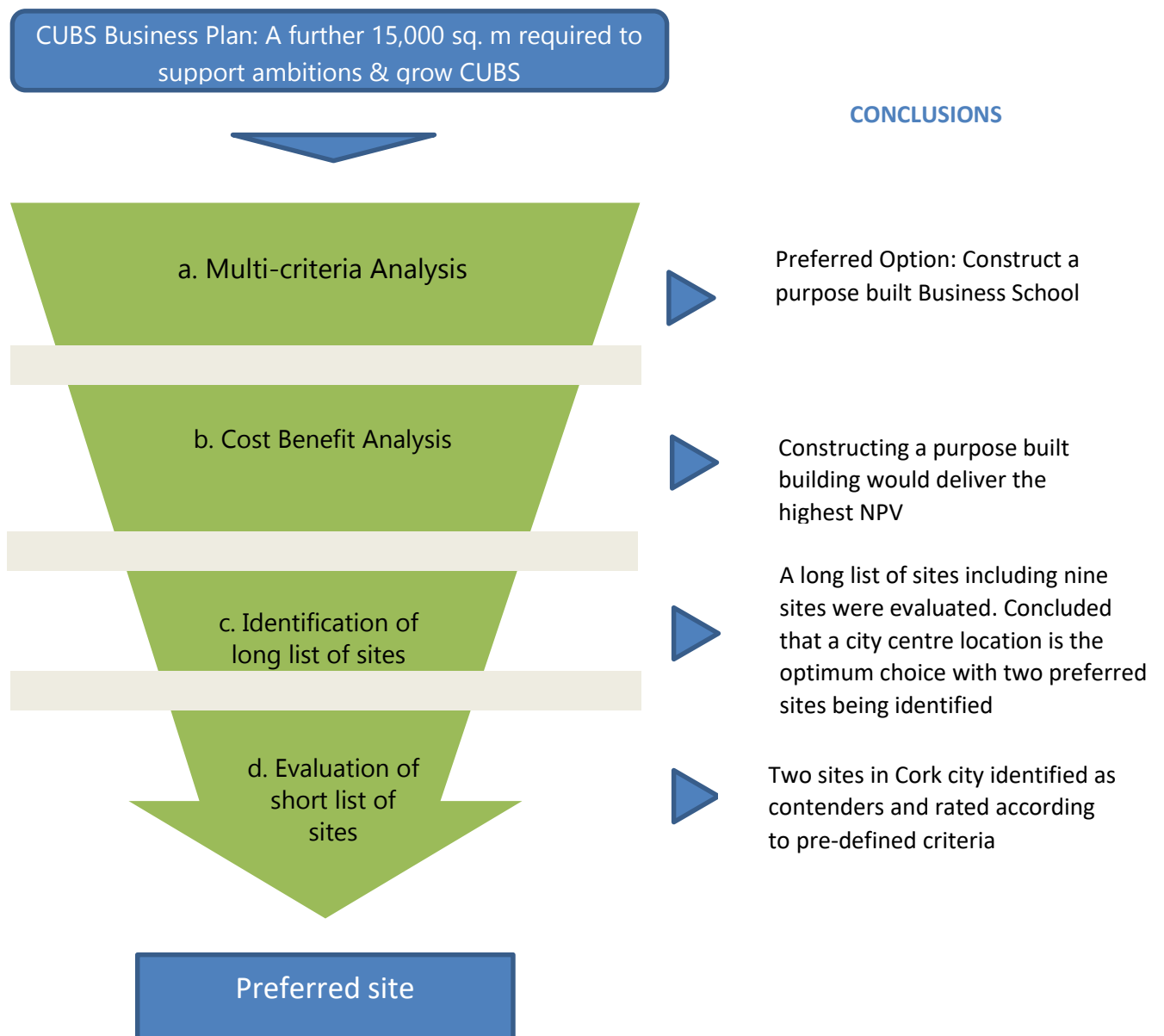
The UCC's current **Strategic Plan for 2017 – 2022** contains a priority action to construct a building for the Business School as part of the commitment to expand the University's estate by 20%.

Significantly, Ireland's **2040 Plan** sets out a planning and development strategy for Ireland and calls out 'the continued expansion of and integration with the City's third level institutions' as a 'key future growth enabler for Cork'. The National Development Plan 2018 to 2027 references the new Business School as one of the projects being planned by University College Cork over the ten-year period of the Plan.

Decision-Making Process

A structured process, governed by national policy, has been followed with respect to decision-making concerning the business school building.

This diagram sets out the process for proceeding from the Multi-criteria Analysis (MCA) to the preferred site explained below.



The Multi-Criteria Analysis

The Multi-Criteria analysis was completed by Cork University Business School in November 2016, with input provided by UCC's Buildings and Estates and Finance Offices. The process adhered to the guidelines for appraisal and management of capital expenditure projects in the public sector.

The process evaluated three potential options:

- i. Do nothing
- ii. Develop the services in the existing location
- iii. Develop a new Business School

The 'do nothing' option was rejected as it was acknowledged that the School had reached a critical point in its development and that expansion was essential if it were to continue to meet its strategic objectives relation to student growth, alumni, research and internationalisation.

The preferred option outlined in the analysis was to develop a new building, citing advantages over and above the other two options such as:

- Resolving the existing fragmentation issues within CUBS
- Providing the opportunities to increase enrolment
- Facilitating any increase in staff numbers
- Providing additional research capacity and the opportunity to develop new research and innovation centres.

The MCA was submitted to UMTO and approved alongside the CUBS Business Plan in 2016. A decision was also made at that time to progress to a Cost Benefit Analysis.

The Cost Benefit Analysis

The Cost Benefit Analysis is a requirement of the Departments of Finance and Education and Skills in respect of all capital projects proposed by third level institutions that will have a likely cost in excess of €20 million. The CBA for the CUBS Building was completed in November 2017 in accordance with the guidelines published by the Department of Public Expenditure and Reform.

It considered that of the three options – do nothing, refurbish existing space or create a new building - the latter was the most economical creating the highest Net Present Value (NPV) for UCC. The CBA was presented to UMTO in January 2018 for approval and it was agreed to refer it to the HEA for financial support.

Site Selection

In parallel, a process had been undertaken by Buildings and Estates to reduce a long list of potential sites for the CUBS building to a short list. All but two sites were not considered suitable due to factors like their size and their location and taking into account their suitability from a planning and development perspective. As a result of this process, a short-list of two sites was created and at this point UMTO established the CUBS Steering Committee, chaired by the Head of College of Business and Law, to provide governance, co-ordination and communication with respect to the project's decision-making.

The Steering Group first agreed a set of criteria against which the two sites were to be assessed. Discussions took place with the two site owners to clarify aspects of the site ownership and to tease out how the site might be acquired and developed. This process of due diligence included scoring both sites while developing a risk register with respect to the building project as a whole, as well as a risk register that identified and scored the respective risks associated with each site.

- Notwithstanding the merits of both sites, the application of the criteria identified the Dairygold owned site as the preferred site for the Business School building. Necessary approvals were next secured by UMTO, Governing Body and GB Finance Committee to advance to negotiations and ultimately make an offer to Dairygold that would determine its value. The University's offer – of €17.25 m - was accepted just prior to Christmas 2018.

Next Actions

- Following the normal due diligence associated with site purchase, the contractual negotiations are expected to be completed in April 2019;
- A project leader will be put in place to work with the Project Champion (the Head of College) to oversee the entire project from planning (Change of Use is required) and design to building occupancy by staff and students;
- A comprehensive project plan will be put in place, beginning with the planning and design phase.
- The outcome of the University's application under the HE Strategic Investment Fund in respect of the maximum €25m grant application for the building (submitted 2 April 2019) will determine next steps in relation to resourcing.

Key Opportunities

- A new Business School building will provide enhanced quality accommodation for CUBS students and staff, bringing together the departments and research centres currently spread across the Campus;
- It will enable CUBS to further develop its recognised strengths through the expansion of its undergraduate, postgraduate, research and executive education offerings in a new state of the art facility and accommodate a growing staff body to support a larger school.
- The building will eliminate the need to lease buildings off campus and will free additional on Campus space to the benefit of other academic units. In particular, it will enable the delivery of another objective in the strategic plan, i.e. the delivery of enhanced facilities for Law.
- Enable interdepartmental interaction and collaboration across faculty, staff, researchers and students.
- Provide a space to accommodate business and industry collaboration, in a new business education district for the City.

Key Challenges/Risks

Building the Business School building in a city centre location presents enormous opportunities for the University and the City. It is a significant investment from the University and a very substantial project which involves the design and construction of a new building and the transition of thousands of students and staff into a new part of the University campus, in the heart of the city centre. As a project, the build will be managed by the Capital Projects Team in Buildings and Estates who are experienced and expert in such matters. The other aspects – academic, student, staff and technological, for example – will require planning, creativity and hard work to make it a success. As a project, it will have to be tightly managed. Communication with staff, students, stakeholders in the community and in the University, will be crucial. Risks of delay, building inflation and IR issues, for example, will need to be carefully mitigated by the project leader and the steps required to imagine building design will have to be taken together, to ensure buy-in.

Expected Completion Date: 2022/2023.