



President's Report 2013-14



**A TRADITION OF
INDEPENDENT
THINKING**



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

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WELCOME TO THE PRESIDENT'S REPORT 2013-14

This report is an executive summary of the important facts and figures and notable developments in the life of the university during the academic year 2013/14. It has been a period of steady and sustainable growth for University College Cork.

We are first and foremost a learning community. A number of key academic developments, to provide a solid foundation for continuing improvements in the quality of UCC's teaching and learning experience, commenced in 2013/14. An ambitious semesterisation project will lead to a new curriculum for 2014/15 with 4,000 modules being mapped to a new structure for the new academic year. UCC also launched a pilot suite of online programmes designed to deliver courses in blended learning formats to meet the requirements of today's students.

UCC has always promoted a holistic approach to the personal and professional development of our students. A new mission statement, which informs the efforts of colleagues working to further enhance the student journey in UCC, promises to: "facilitate a world-class student experience through which all UCC students are empowered and supported to achieve their goals." The five themes underpinning this approach: contributing to outreach and transition to university; facilitating engagement in student life; supporting student retention, progression and success; supporting student health and wellbeing; and supporting transition to work and further study, will ensure that the quality of student experience on offer in UCC continues to be among the highest in the world.

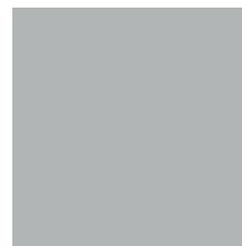
The ongoing deterioration in public finances presents challenges to organisations across the HE sector in Ireland, and UCC continues to focus on generating non-Exchequer sources to compensate. Internationalisation remains a key strategic activity, along with expanding the provision of courses to attract postgraduate students and professionals interested in continuing professional development. Projects supported by the Office for Research and Innovation ensure that UCC maintains its reputation as an internationally competitive, research-led university.

We are extremely proud of the beauty and environmental credentials of our central campus, and our capital programme continues apace. A number of major building projects are underway such as the Beaufort and Western Gateway Buildings, ASSERT and Brookfield Health Science Complex and a Student Hub that will transform the historic Windle Building into an integrated space for student services. Collectively these and other capital projects valued at €100 million, will serve to accommodate our growing student body and research and innovation communities.

University College Cork has a long and proud tradition of independent thinking. In truth it is our people who are at the heart of this statement. I would like to take this opportunity to thank our entire community of students, staff, governors, alumni and external partners who work together to create an environment where our young can fully realise their talents and potential.

For more information, see www.ucc.ie

Michael B. Murphy
President, University College Cork



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UCC at a Glance

Student Numbers 2013/14

Total Students Enrolled	20,557
Full-time Undergraduate	12,265
Part-time Undergraduate	204
Distance Learning	127
Postgraduate	3,917
Research PhD	1,149
Research Master's	120
Full-time Mature Students	1,190
International Students	3,448
Students Registered with Disabilities	1,020

A record number, 6,928, of students graduated in 2014, up 12% on 2013. The breakdown per college is as follows:

- College of Arts, Celtic Studies and Social Sciences: **1,888**
- College of Business and Law: **1,228**
- College of Medicine and Health: **900**
- College of Science, Engineering and Food Science: **1,196**
- Adult Continuing Education: **1,679**

CAO applications 2014: 6,278 students placed UCC as their first preference on their college application for CAO 2014, representing an increase of 5% on CAO 2013 (after change of mind).

2013-14 also saw more high-achieving students choosing UCC as their university of choice, representing 17% of national total.

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Financial Overview

Research Funding (Euro) 2013-14

EXCHEQUER FUNDING

Department of Agriculture, Food and the Marine	2,446,137
Enterprise Ireland	7,988,125
Higher Education Authority	2,497,675
Health Research Board	5,043,409
Science Foundation Ireland	26,639,107
Other Exchequer Funding	13,379,493

NON EXCHEQUER FUNDING

European Union	13,319,603
Industry	7,089,053
Miscellaneous	5,536,690

Total Research Funding 83,939,292

Income Summary 2013-2014

State Grants	€46.6m
Student Fees	€119.6m
Research	€83.9m
Other Income	€20.7m

Total Income €270.8m

World Rankings

WORLD RANKING OF UCC	2014
Leiden Ranking	175
QS Ranking	230
Times Higher Ranking	299
UI Green Metric Ranking	2
Shanghai Jiao Tong Ranking	401-500

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Academic Developments

Key Appointments

- Professor John O'Halloran (Vice-President for Teaching and Learning)
- Professor Jacqueline Sheehan (Head of the School of Asian Studies)
- Declan Kidney (Director of Sport)
- Renewal of Professor Ursula Kilkelly (Head of the College of Business and Law)

Semesterisation 2014/15

2013-14 saw the commencement of a semesterisation project which will see UCC introduce a new curriculum for 2014/15. This system is an important part of the ongoing development and improvement in the quality and the experience of teaching and learning in UCC. This is a major change management project with 4,000 modules being mapped to the new academic year structure. The main features of the new system are:

- Modules can be wholly taught and formally assessed in a single teaching period
- 2 x 12-week teaching periods (semesters) with the introduction of formal, invigilated winter exams
- Improves the student learning experience and allows more flexibility in access to programmes
- More even distribution of the student workload
- Lays the foundation for further modernisation including credit accumulation

UCC Online

2013-14 witnessed the launch of the UCC Online suite of programmes. UCC Online gathers together the UCC programmes specifically designed to be taken in an online or blended learning format, ideally suited to busy professionals, who cannot commit to coming to campus every day. Similarly, this delivery format allows international and overseas students to experience the best digital and pedagogical excellence that thrives across our colleges, schools and departments.

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Teaching and Learning

In June 2014, Professor John O'Halloran was appointed UCC's first full-time Vice-President for Teaching and Learning. John was formerly Head of the School of Biological Earth and Environmental Sciences (BEES) and served as Vice-Head of the College of Science, Engineering and Food Sciences from 2006 to 2010.

Ionad Bairre

Ionad Bairre delivers a number of NUI-accredited awards for staff teaching in higher education. In 2013/14, 81 UCC staff members received an award. 52 staff members achieved the Postgraduate Certificate in Teaching and Learning in Higher Education; 25 staff members received the Postgraduate Diploma in Teaching and Learning in Higher Education; and 4 were awarded a Master's in Teaching and Learning in Higher Education. This brings to over 600 the number of UCC staff who hold an accredited qualification in third-level teaching. Ionad Bairre also runs accredited modules for postgraduate students who teach and demonstrate, and over 60 students successfully undertook one of the two modules provided.

Online Learning

In 2013/14, UCC continued to develop its online and blended course provision. Four programmes supported by the Office of the Vice-President for Teaching and Learning launched in September 2013: MBS in Co-operative and Social Enterprise (an update of the first correspondence/online learning course in the university), MCh in Surgical Science, MSc in Gerontological Nursing and MEng in Marine Renewable Energy. A further eight master's degree programmes were selected for instructional design support in November 2013. To support these ongoing efforts, two new instructional designers were recruited and commenced work in January 2014. More information on 'UCC Online' is available at: www.ucc.ie/en/online/



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Adult Continuing Education (ACE)

2013-14 saw a major increase in UCC's share of the HEA-funded Springboard programme which was coordinated by ACE. It secured funding of over €500,000 to cover 165 places across 9 courses. UCC piloted engagement with industry, which was subsequently adopted as best practice across the Springboard programme.

ACE was re-accredited by the Institute of Occupational Safety and Health (IOSH) and the Chartered Institute of Personnel and Development (CIPD) for the delivery of professional courses.

ACE also launched the new Certificate in Mental Health in the Community which is a community-based course developed in collaboration with Mental Health Ireland. The Diploma in Environmental Science and Social Policy was ranked the highest in viewing figures for all captured lectures across the university in 2013-14; it delivered 4,500 minutes of viewing time. ACE hosted the Certificate in Arts in collaboration with the College of Arts, Celtic Studies and Social Sciences for the first time in 2013-14. Students achieving at least second-class honours have a direct access route and subject exemption on a competitive basis in the CK101 Arts degree in UCC. The year was bookended by the 'Ancestral Connections' Annual Genealogy Summer School; it was first offered in summer 2013, with a second successful offering in summer 2014. In April 2014 ACE coordinated UCC's contribution to the Cork Lifelong Learning Festival (which has 400 events) with its Free University lecture series which was very well received.

Quercus Talented Students' Programme

In 2013 the Quercus Talented Students' Programme was launched, with the first student intake occurring in September 2014. The programme aims at supporting and promoting excellence in academia, sport, creative and performing arts, active citizenship and innovation/entrepreneurship for both prospective undergraduate students and students already registered in UCC. Further information on the programme is available at www.ucc.ie/en/quercus/about/

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Student Life and The Student Experience

Dr Ian Pickup was appointed Head of Student Experience, UCC in May 2013.

As part of the quality review of the Student Experience Office (SEO) the following mission statement was developed:

'To facilitate a world-class student experience through which all UCC students are empowered and supported to achieve their goals.'

'Our approach is a holistic one, with the personal and professional development of our students throughout the student journey at its core.'

A number of thematic projects have been identified that will improve the student experience in UCC. Some student services are directly aligned to one such strand of activity, while others contribute to more than one area.

The themes are:

- Contributing to Outreach and Transition into University
- Supporting Student Retention, Progression and Success
- Supporting Student Health and Wellbeing
- Facilitating Engagement in Student Life
- Supporting Transition to Work and Further Study.

Student Hub

The Student Experience Office is leading a major university project to design and build a student 'Hub' which will include activities, services and projects within the above themes. Five linked zones are being used as a basis for the design as follows: The Welcome Zone, Learning and Teaching, The Student Success Centre, The Employability Zone and The Student Life Zone.

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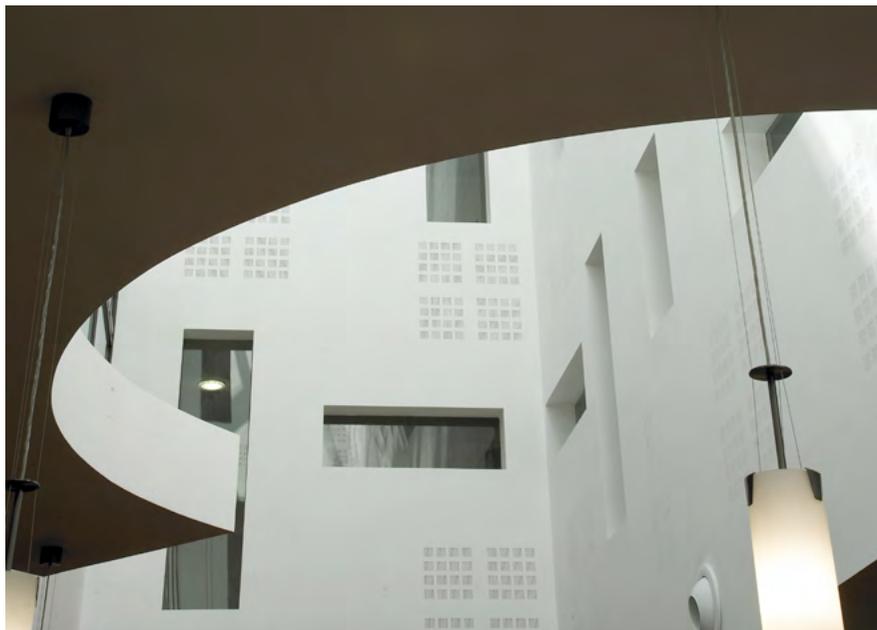
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Contributing to Outreach and Transition into University

Admissions Office

Recruitment activities included two successful open days that welcomed more than 10,000 prospective students on campus. Online Questions & Answers sessions gave prospective students who are unable to visit the campus the opportunity to engage with university staff. These initiatives and others like them have contributed to a year-on-year increase in demand for undergraduate programmes across disciplines.

The Admissions Office continues to prioritise the first-year student experience and activities in this area have contributed to an enhanced retention rate, which is now 3% higher than average for the sector.

Disability Support Services

1,020 students registered with Disability Support Services in 2013/14, an increase of 9% on 2012/13. The number of first-time entrants with disabilities totalled 183, which surpassed the target of 5% set in the UCC Access Strategic Plan. The total number of DARE reduced points entrants for 2013/14 was 44.

Mature Students

There was an intake of 336 full-time, undergraduate mature students in 2013/14, bringing the total number of full-time, undergraduate mature students to 1,190. 90% of 2013/14 mature student graduates achieved honours degrees. 32% achieved first-class honours.

UCC PLUS+

Thanks to the continued generosity of philanthropic supporters, 596 students were provided with financial bursaries by the UCC PLUS+ programme in 2013/14. These bursaries are essential in ensuring retention of students from low-income backgrounds. 189 students from socio-economically disadvantaged backgrounds entered UCC via the HEAR Scheme.

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Facilitating Engagement in Student Life

UCC Accommodation Service

813 bed spaces are available in UCC Campus Accommodation's three complexes.

Sport and Physical Activity

Declan Kidney was appointed Director of Sport and Physical Activity in September 2013.

There are now 60 sports clubs in the university to facilitate student engagement in sport and physical activity and most clubs cater for all levels.

Several meetings to progress the development of the 'new farm' at Curraheen and a number of site visits to other third-level institutions took place throughout the year.

The High Performance Athlete Entrance Sports Scholarship (HPAE) was introduced for high-performing sports persons. Six students, representing five different sports, were awarded a HPAE for 2013/14.

The 2013/14 Annual UCC Sports Star Awards were presented to the following students:

Phil Healy	Athletics
Adrian O'Sullivan	Basketball
Paul Geaney	Gaelic Football
Conor Dorman	Gaelic Football
Aine Curran	Hockey
Conor Lehane	Hurling
Seamus Harnedy	Hurling
Abigail Cronin	Powerlifting
Paul Dernham	Rugby
Josh O'Shea	Soccer
Emma Cassidy	Swimming



Hall of Fame: **Dr Eanna Falvey**

Kieran Dowd Special Achievement Award: **John MacCarthy**, President, UCC Soccer Club.

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Student Societies

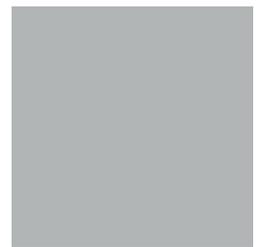
UCC has 103 student-led societies catering to a wide range of interests among the student community. In 2013/14, 760 students were elected to society committee positions. During this period more than €174,000 was raised for charity. UCC Societies also continued their work in outreach programmes to enrich the experience of the wider community through engagement programmes such as: school mentoring, Traveller literacy, schools debating, CoderDojo and homework clubs.

UCC Societies launched their Strategic Plan 2014-2017



Granary Theatre

The Granary Theatre co-produced over 40 public events in 2013/14. 4,000 students, staff and the wider community attended productions in the theatre. 200 students participated in activities as performers, directors, writers, in production and technical areas and in the box office.



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Supporting Student Health and Wellbeing

The UCC Students' Union, in collaboration with UCC clubs, societies, staff and students, was awarded the Amber Flag for excellence in mental health promotion by Suicide Aware. The award, which was made a part of the Health Promoting University initiative, required that four mental wellbeing events or initiatives be provided in UCC during the year alongside a talk in mental health by Suicide Aware.

Student Health

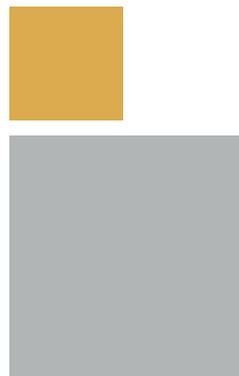
The Student Health department led the UCC Health Matters initiative to become a Health Promoting University by 2015. The department also led on the ongoing implementation of the UCC Alcohol Action Plan and ensured that the Policy and Procedures to Support and Determine a Student's Fitness to Continue to Study was adopted by the university.

Student Counselling and Development

2013-14 saw an increase in the number of students presenting for individual counselling. 1,081 students used the service, with 5,076 individual appointments. 285 Peer Support Leaders were available to first-year students.

Chaplaincy

The Chaplaincy offered support to bereavement groups and Aware and held mindfulness training (for stress reduction) on campus. The Chaplaincy maintained a balance of religious and social events.



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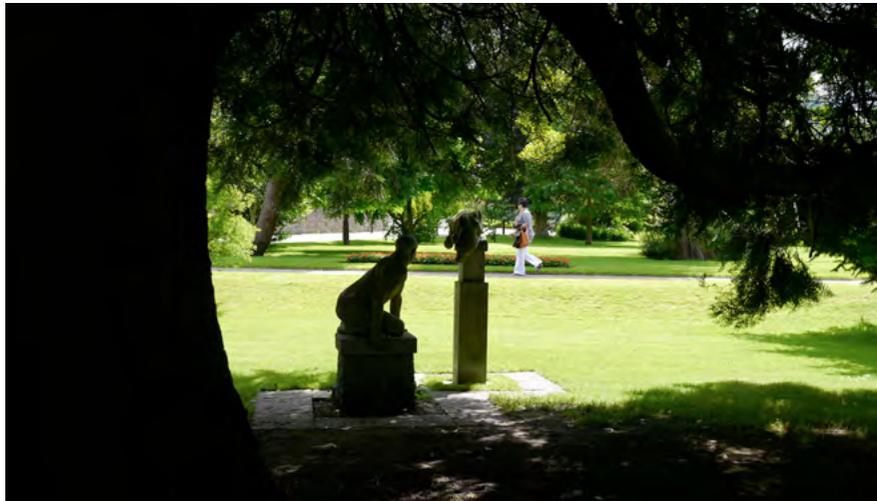
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Supporting Transition to Work and Further Study

Career Services

The key results of the 2013 UCC graduate destinations survey are:

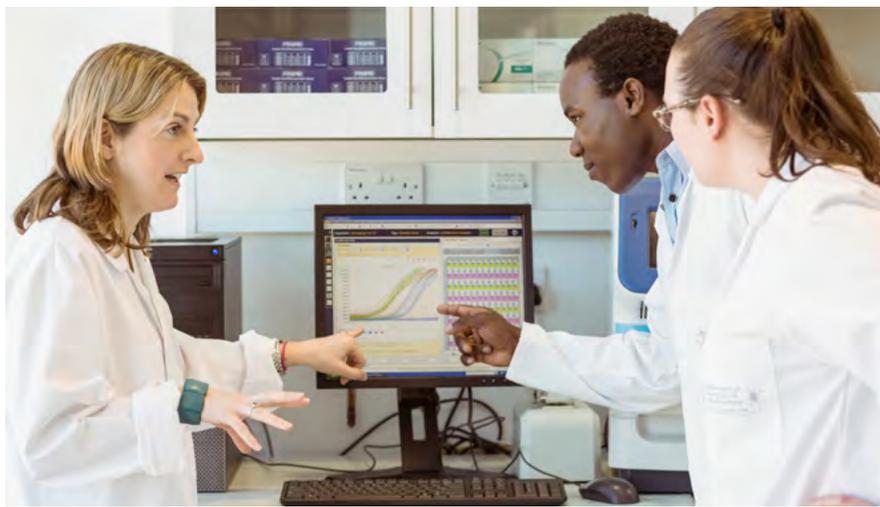
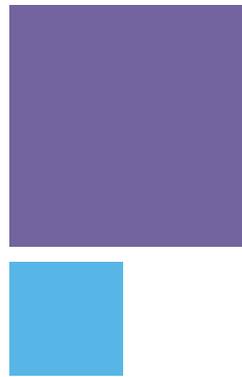
- 90% of all UCC graduates were in employment or further study. This is broken down between undergraduate and postgraduate as follows:
- 93% of Level 8 degree recipients are in employment or further study;
- 84% of higher degree and diploma graduates (Levels 9 and 10) are in employment or further study;
- 92% of all graduates in employment are working in Ireland and the UK;
- The seeking employment rate for Level 8 degree graduates has fallen to below 5%, which is the lowest since 2007. The Level 9 and 10 seeking employment rate has remained constant at 12% for the past number of years.



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Research and Innovation

University College Cork is an internationally competitive, globally focused, research-led university. It is Ireland's first five-star university with internationally recognised research in science, food, engineering, medicine, business, law, social sciences and the humanities. The institution is ranked in the top 2% of universities worldwide based on the quality of its research outputs and peer esteem indicators.

Focusing on 2013-14, key indicators of research performance remain on a positive trajectory. UCC continues to be one of the best-funded research universities in Ireland and, despite ongoing adverse economic conditions, our investment in research reached almost €84 million, an increase of €5.5 million (7%) on the previous year (Figure 1).

Reflecting the pressure on government funding, 30% (€25.1 million) of 2013/14 research income was generated from non-Exchequer sources. This represents a 3% increase on the previous year, and was primarily driven by an 11% increase in funding from EU programmes (to €13.3 million) and 30% increase in funding from industrial sources (to €6.2 million). In the last five years, research funding from EU funding programmes and the industry sector has increased by 118% and 84%, respectively.

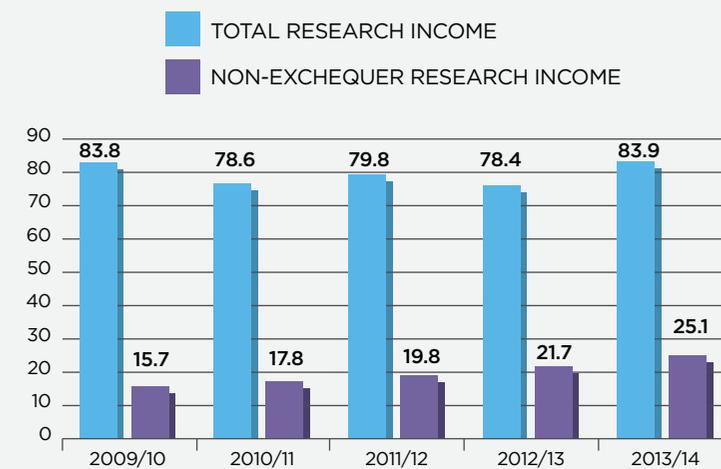


Figure 1: Overall Research Income (Expenditure): 5-Year Profile (€/million)

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Research Outputs

Analysis of one of the key research outputs generated from UCC research activity, peer-reviewed research publications, reveals significant growth over the last 10 years. The number of publications, the number of citations to these publications, and the average number of citations per individual publication – a standard measure of bibliometric impact – have all demonstrated a positive growth trajectory in recent years (Figures 2(a)-(c)). This positive growth aligns closely with the significant investment in UCC research activity over the same period.

Further analysis of the impact of UCC research publication outputs, from the perspective of university ranking exercises assessing performance during 2013 and 2014, reveals a common theme – a significant increase in the impact of UCC publications as measured by their citation frequency.

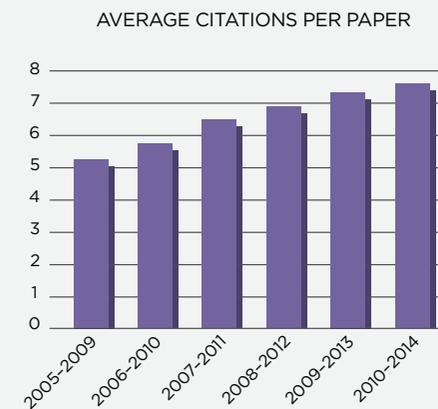
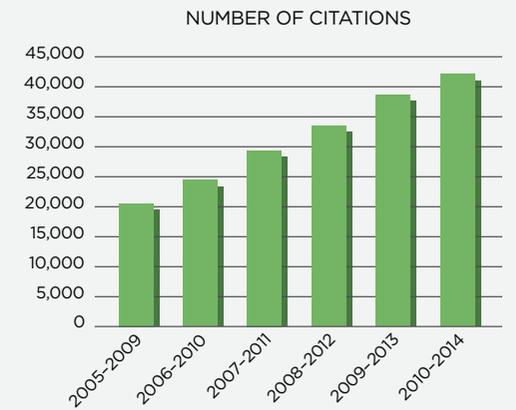
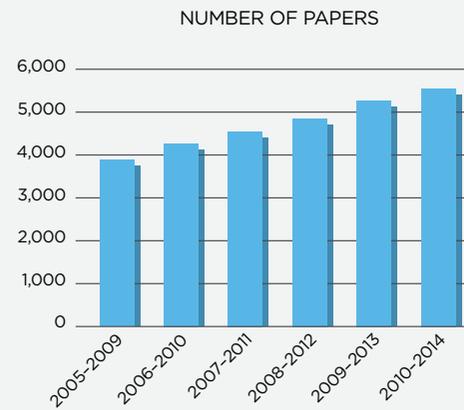


Figure 2: Publication Analysis

- A. Number of Papers**
- B. Number of Citations**
- C. Average Citations per Paper**

Source: Thomson Reuters Essential Science Indicators (ESI): Cumulative 5-year intervals

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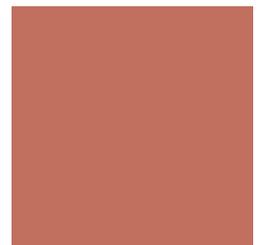
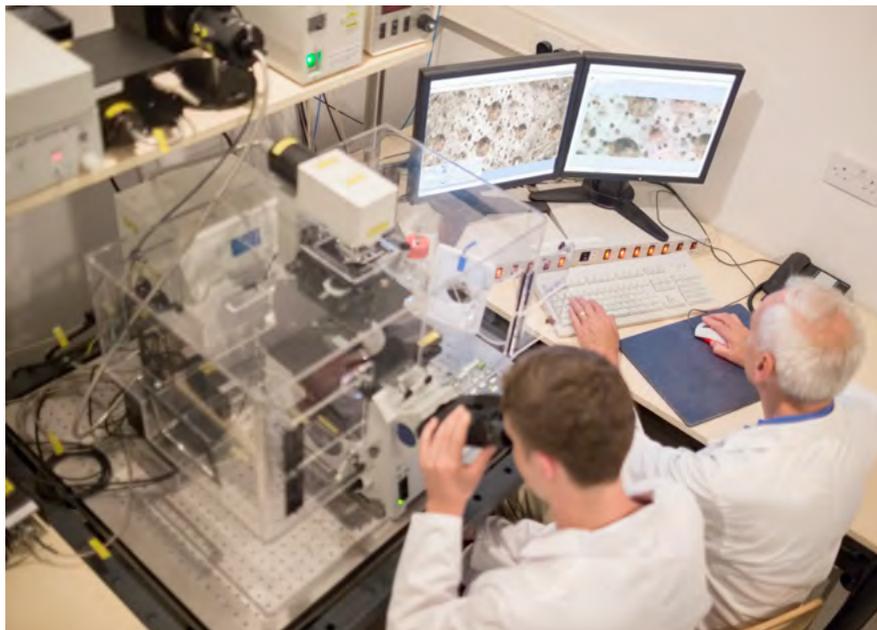


Horizon 2020

2013/14 saw the end of the 7th Framework Programme for Research and Technological Development (FP7), the EU framework programme for research and innovation. During the period of the programme, UCC participated in over 1,000 applications (as Coordinator or Partner). 205 of these applications were successful (21% success rate) with a funding drawdown of €74 million. This performance level compares very favourably with the institution's participation in FP6, in which just over €30 million was secured in total.

Launched in December 2013 with €80 billion funding available, Horizon 2020 is the current EU framework programme for research and innovation and represents a major opportunity for UCC across all disciplines of research. To ensure that UCC was positioned appropriately to maximise success, an institutional target for UCC of €110.3 million was agreed and endorsed by the university, and UCC Research Support Services developed the Horizon 2020 Action Plan setting out a strategy to meet this target through improvement of existing research supports and the implementation of new targeted supports.

One key objective of the action plan was the establishment of a new unit offering project management services with a focus on EU-coordinated projects and European Research Council (ERC) programmes. PrimeUCC, the university's project management service and the first such resource of its kind in Ireland, was launched in November 2013, and demand for the service by the UCC research community has already exceeded expectations.



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Innovation Agenda

In 2013/14, UCC continued its commitment to the innovation agenda, and the delivery of impact to the economy, nationally and internationally, through the transfer of technologies to external companies.

In 2014, the university established over 80 new industry research projects ranging in scale from €5,000 Innovation Vouchers in collaboration with local enterprises to multi-million multi-annual collaborative programmes with indigenous and multinational companies. 2014 also saw a record high for technology licences to industry with 22 deals achieved within 12 months, representing a 29% increase on the previous high of 17 achieved in 2011 (Figure 4).

A significant and important mechanism for delivering economic impact from university research is through the establishment of spin-out campus companies. In the last five years (including 2014), ten companies have been established specifically based on UCC technologies. In 2014 UCC established two spin-out companies: Magnomics, a collaboration with the Instituto de Engenharia de Sistemas e Computadores (INESC) in Portugal, and Grasp Wearable Technologies, a high-tech spin-out from the Tyndall National Institute whose first market-ready offering will measure running biomechanics.

The GATEWAYUCC Business Innovation and Incubation Centre is a purpose-built state-of-the-art 21 business unit facility, jointly funded by UCC and Enterprise Ireland. In November 2013, the centre passed the landmark of its first 100 jobs in Gateway-supported companies. By September 2014 the job count in GATEWAYUCC-supported companies had risen to 140, which are contributing an estimated €10 million in wages and €3 million in tax revenue per annum to the economy. The fourth cohort of graduates completed the IGNITE Graduate Business Innovation Programme in 2013/14. This brings to just under 40 the number of graduate-led start-ups that have been through the programme in four years.

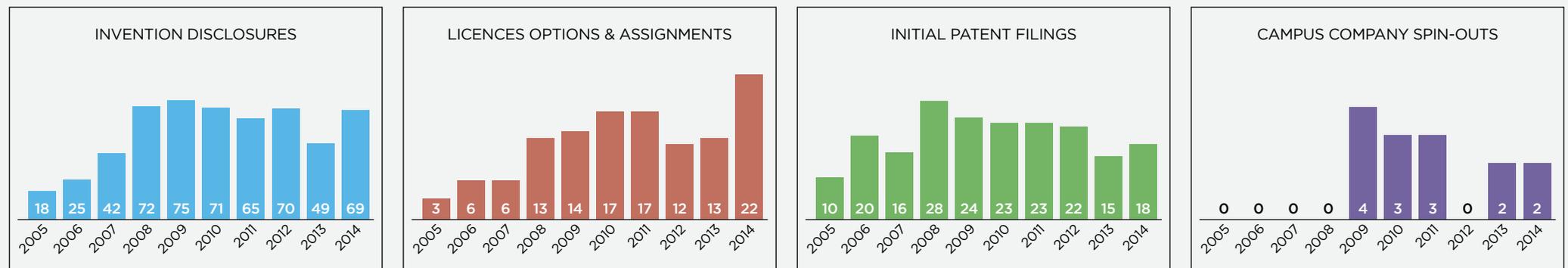


Figure 3: Technology Transfer Performance

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Internationalisation

Internationalisation remains a top priority for the university as we connect our region to the rest of the world. UCC is on course to meet its target of increasing our international student cohort to 17% by the end of 2017. During the academic year 2013/14, 13.2% of students were non-EU, UCC's highest ever level.

To advance our commitment to internationalisation, UCC established five regional working groups to develop the following regions: North America, Latin America, China, India, ASEAN. Structures and legal frameworks were established for field offices in New York, Shanghai and New Delhi.

Non-EU intake for 2013/14:

- Undergraduate: 154
- Postgraduate: 117
- Visiting: 639
- Erasmus: 570

UCC continued to provide a range of outbound mobility opportunities for its degree students; 83 students studied abroad outside the EU, while 263 students took the opportunity to spend a semester or year in another EU country under the Erasmus programme.

Highlights from the year include:

- Overseas office managers were identified and hired in China, USA and India.
- Disparate internationalisation units were unified into a single International Office, reporting to Vice-President for External Relations.
- An international search identified a new Director of the International Office.
- China's ministry of education approved a Joint Programme in Risk and Actuarial Science, the first official joint programme in China.
- UCC welcomed its first cohort of students under the Brazilian Government funded programme Science Without Borders. 21 students spent the 2013/14 academic year at the university studying modules in engineering, science and the health sciences.
- UCC was successful in applications to participate in the Erasmus Mundus Amidila (Latin America) and the Erasmus+ programmes.
- Professor Dinesh Singh, Vice Chancellor of Delhi University – India's most prestigious comprehensive university – was awarded a doctorate (Honoris Causa) in June 2014.

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Capital Projects

The university's capital programme, with active projects valued at over €100 million, continued during 2013/14.

Beaufort Building

Work commenced in December 2013 on the €11.5 million Beaufort Building in Ringaskiddy. It will house UCC's National Ocean Testing Facility and up to 125 researchers, including the Hydraulics and Maritime Research Centre (HMRC), Coastal Marine and Resource Centre (CMRC) and the Sustainable Energy Research Group (SERG). The SFI-funded MarEi project will also be based in the Beaufort. The Beaufort is an integrated part of the IMERC (Irish Marine and Energy Research Cluster) campus collaboration between UCC, Cork Institute of Technology and the Irish Naval Services. The site was provided by the IDA following a land swap with Port of Cork. A master plan for the future development of the IMERC campus is also underway.



Western Gateway Building

The final phase of the overall €100 million Western Gateway Building was tendered during 2013/14. Construction work will commence on site in late 2014 and will be completed in early 2016. The project includes biosciences research laboratories and associated facilities funded through PRTL15.

ASSERT and Brookfield Health Sciences Complex

Construction also commenced this year on the ASSERT project in the Brookfield Health Sciences complex. This €6 million project provides a suite of medical simulation laboratories for undergraduate, postgraduate and CPD training. The project will be completed in autumn 2015.



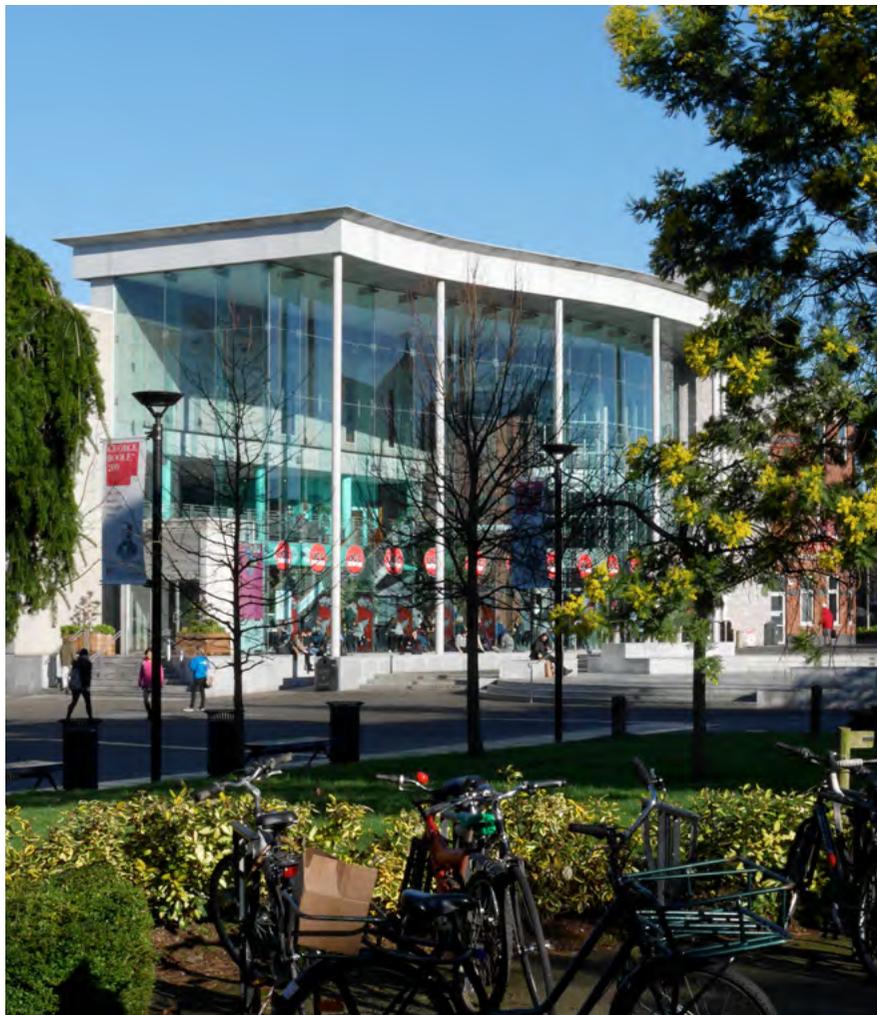
Student Hub

UCC has ambitious plans to develop and extend the vacated Windle Building for a new student Hub. The project will bring together dispersed student services, providing an integrated facility to support the student journey through UCC and beyond. It will also incorporate new, innovative learning spaces. A design team will be appointed in late 2014.



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Cork Science and Innovation Park

UCC is playing a lead role in the proposed development of the Cork Science and Innovation Park (CSAIP) at Curraheen. The CSAIP offers an opportunity for the region to grow knowledge-based employment through the communication of research, high-potential start-ups, grow-on facilities through to full high-end manufacturing. A framework master plan for the overall park was prepared by Cork County Council and was adopted by an advisory board made up of all the key stakeholders. UCC has prepared a Precinct Masterplan, and a design team for the initial incubation and innovation building has been appointed. The project offers significant job creation and economic development for the region. The university also plans to develop a new Centre of Excellence for Sport at the lands recently acquired at Curraheen. A design team to prepare a feasibility study will be appointed in late 2014. This project will allow UCC to vacate the new sports facilities to enable the phased development of the CSAIP.

Student Accommodation

The development of further well-located purpose-built student accommodation is an objective for the university. We continue to seek development/acquisition opportunities. We completed a major €3 million upgrade of Victoria Lodge in 2014.

Bridge at Perrott's Inch

Planning approval has been secured for a new pedestrian bridge at Perrott's Inch as part of the university's privately funded environmental plan. It is anticipated that construction will start in 2015.

Annual Maintenance Programme

A long-term annual programme is required to address the issue of backlog maintenance of the older buildings in the university estate. We will continue to pursue the necessary funding for this programme. We were also successful in achieving support for a number of energy improvement projects through SEAI's Better Energy Workplaces scheme. The university remains on target to achieve its Public Sector 2020 Energy Reduction of 33%. Replacement of the district heating system under an Energy Performance Contract (EPC) is proposed and will be tendered in 2014/15.

Flood mitigation works in response to the Lee CFRAMS process are also progressing in vulnerable parts of campus in conjunction with our insurers.

The support of Cork University Foundation for the university's physical development plan is crucial to our capital programme. UCC has a relatively small land bank compared to other Irish universities. This creates significant pressure in accommodating the future development needs of the university. UCC continues to work with both the HEA and the local authorities to ensure the university is well positioned to meet its future development needs in a sustainable way.

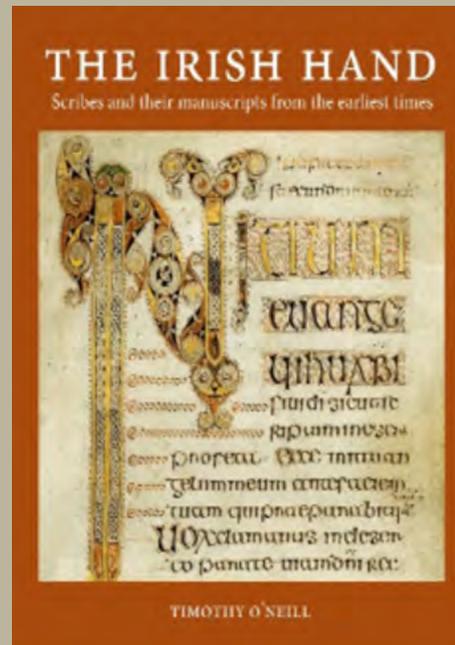
Cork University Press

The top three publications in 2013/14 were:

BACK TO COVER

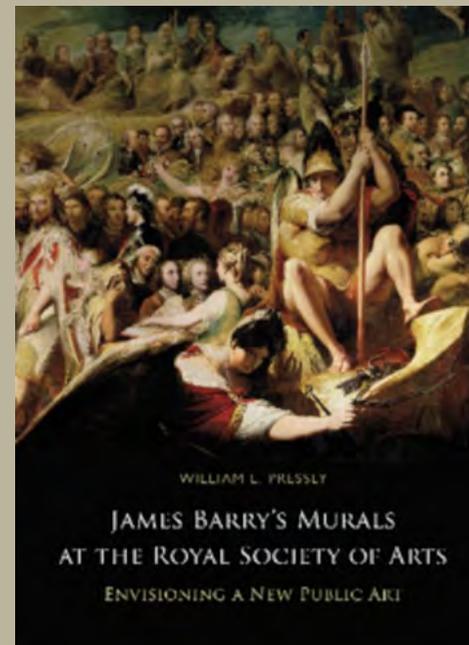
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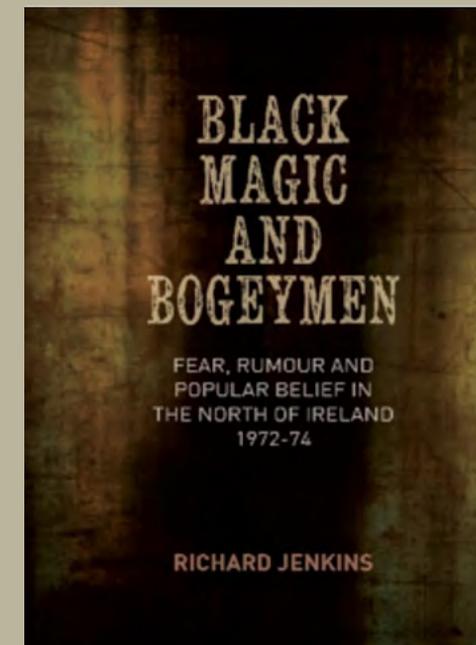
The Irish Hand: Scribes and their Manuscripts from the Earliest Times, by Timothy O'Neill

This is a revised and expanded edition of what has long been regarded as the standard work on Irish manuscripts. The new book incorporates high-quality digital images of the works of Irish scribes through the centuries. The extraordinary stories of the survival of these volumes provide a commentary on the cultural history of Ireland, its language, scholars and scribes. Listed in *The Irish Times* top 10 books of 2014.



James Barry's Murals at the Royal Society of Arts: Envisioning a New Public Art, by William L. Pressly (University of Maryland)

James Barry's Murals at the Royal Society of Arts is the first book to offer an in-depth analysis of these remarkable paintings and the first to demonstrate that the artist was pioneering a new approach to public art in terms of the novelty of the patronage and the highly personal nature of his content.



Black Magic and Bogeymen: Fear, Rumour and Popular Belief in the North of Ireland 1972-74, by Richard Jenkins (University of Sheffield)

This is an analysis of a popular scare about black magic and Satanism in Northern Ireland between 1972 and 1974. The book gives an insight into a particularly grim period during the early 1970s in the North, using an extremely unusual episode - the black magic rumours - as a privileged window onto a world that may now be behind us, but which continues to fascinate many readers.

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Finance

Overview

The continuing deterioration in public finances resulted in a further reduction in Exchequer funding to the university, with core funding down by 11% from the previous year to €46.6 million. Since 2008, the core grant has now fallen by €37 million.

Greater focus was once again put on the generation of non-Exchequer sources of income to compensate, particularly non-EU students and postgraduate student recruitment. However, while successful in these activities and ongoing commercial activity, the scale of the reduction in Exchequer funding and its net impact on university finances pushed the university into deficit in 2014.

Capital Development

While the deterioration in overall public finances has seen a reduction in teaching-related Exchequer-funded development over recent years, only projects supported by the Office for Research and in particular PRTL15 were initiated during 2014. These include the Beaufort Building development as well as further works to the Western Gateway Building and the ASSERT project at the Brookfield Health Sciences Complex.

The university's overall capital deficit position continues to improve, and is now reduced to just over €12 million as at the end of 2014.

Research

Building on the success of recent years, an increase is once again anticipated in the level of income from research grants and contracts. Research income now represents almost 32% of UCC's total income.

The significant growth in research funding takes place in an environment which is increasingly competitive and where the availability of national funding has been reduced in recent years. UCC has been highly successful in repositioning its sources of research funding away from national funders and towards the EU and industry.

We continue to be grateful for the support offered by the programmes sponsored by Science Foundation Ireland; the Higher Education Authority in its Programme for Research in Third Level Institutions (PRTL1); the Irish Research Council for Sciences, Engineering and Technology; the Irish Research Council for Humanities and Social Sciences; and other State and international agencies.

The Future

Given the continued reduction in Exchequer funding for higher education, 2015 will be yet another financially challenging year. Exchequer funding will again be reduced, putting further pressure on all aspects of university activities and the ultimate quality of service provided. No improvement in national finances, at least from a higher education funding perspective, is anticipated up to 2017. In such an environment, UCC must position itself to minimise the impact of these economic shocks on the quality of offering to its students.

UCC will continue to focus on alternative non-Exchequer sources of funding as well as alternative delivery mechanisms to ensure the university maintains a financial environment that is both stable and sustainable into the future.

Despite national funding pressures, it is vital, if our university system is to remain internationally competitive and a driver of recovery, that an appropriate stable, predictable funding model for the sector is agreed, to avoid any further deterioration in the quality of services to our students.

We are hopeful in this regard that the Cassells review of higher education financing will finally recommend a sustainable funding model for the sector, which is vital for the continued success of the country.

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Members of Governing Body 2012-15

Chief Officer

Dr Michael Murphy, President

Chairperson

Justice Bryan M.E. McMahon

Senior Officers

Professor Paul Giller, Registrar

Professors/Associate Professors

Professor Frédéric Adam
 Professor Fiona Gibbon
 Professor Louise Kenny
 Professor John O'Halloran
 Professor Fred Powell

Academic Staff

Michael Delargey
 Dr Barbara Doyle Prestwich
 Dr Denis Kelliher
 Dr Piaras Mac Éinrí
 Dr Marian McCarthy

Professional Staff

Gary Hurley
 Kate O'Brien
 Rose Mary Walsh

Students

Padraig Haughney, President, Students' Union
 Annie Hoey, Deputy President, Students' Union

Postgraduate Student

David McCarthy, Postgraduate Officer,
 Students' Union

Nominees of External Organisations

Vacant (IBEC)
 John Mullins (Cork Chamber)
 John O'Callaghan (Cork City Partnership)
 Julie O'Neill (PharmaChemical Ireland)

Nominees of the Minister for Education and Skills

Professor Douwe Breimer
 Alan Crosbie
 Dr Bertie Daly
 Ann FitzGerald

Graduates

Owen Joseph Dinneen
 David O'Brien
 Linda O'Shea Farren

Lord Mayor of Cork

Cllr Catherine Clancy

Mayor of Waterford

Cllr John Cummins

Nominees of the National University of Ireland

Nuala O'Connor
 Dermot O'Mahoney

Nominees of the Councils of the Administrative Counties of:

Cork: Cllr Michael Hegarty
 Waterford: Cllr Mary Greene
 Kerry: Cllr Jim Finucane
 Limerick: Cllr Mary Jackman
 Joint County Councils of Tipperary:
 Cllr Michael Fitzgerald