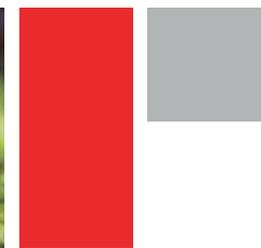
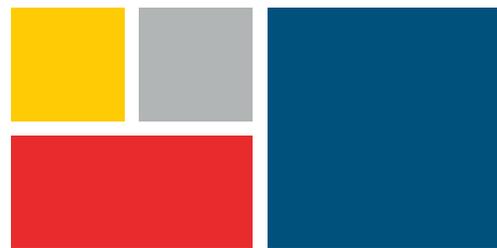




# President's Report 2015-16



**A TRADITION OF  
INDEPENDENT  
THINKING**



# UCC

University College Cork, Ireland  
Coláiste na hOllscoile Corcaigh

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# Welcome

The close of the 2015/16 academic year marks my final report as President of University College Cork. The past ten years have been a rollercoaster, characterised by dramatic changes in fortune for the world, Ireland and UCC.

When I was appointed to the office of president in 2007, the prevailing atmosphere was one of prosperity, optimism and boundless possibilities. I could never have anticipated the effect of the economic recession that was to affect all corners of the globe. The abrupt end of the Celtic Tiger era affected higher education in Ireland cruelly. Eight years of continuing cuts, with 15 per cent fewer staff serving 10 per cent more students, has inevitably left its toll. Since 2008, UCC's core grant has fallen by €46 million.

However, as an institution, UCC has faced this period of austerity with truly remarkable resilience. The decline in exchequer funding support for the sector stabilised in 2015/16. Today, fewer than 50 cents of each euro flowing into UCC comes from the state (contrasted with 86 cents in 2006), due to growing numbers of international and postgraduate fee-paying students, as well as diversification in research income.

Our beautiful 'green' campus continues to grow. Recent capital projects include the completion of the Western Gateway Building, one of the largest, most modern academic facilities in the country. 2016 also saw the start of the highly-ambitious Student Hub project, that will transform the Windle Building into a vibrant venue for student-orientated activities.

UCC continues to be one of the best-funded research universities in Ireland. In 2016, research income increased by just over €6 million to €96 million. Research income now represents almost 30 per cent of UCC's total income. In a highly-competitive climate, UCC has been highly

successful in repositioning its sources of research funding away from the state EU and industry.

The university exists primarily to teach our students and prove them with all they need to grow and thrive. UCC was named the Sunday Times University of the Year in 2015/16. The Sunday Times reported that UCC's success is underpinned by its focus on making high-quality teaching as much of a priority as research.

2015 marked the bicentenary of the birth of George Boole (1815-1864). A year-long programme of events and activities celebrated the life and legacy of UCC's first professor of mathematics and the forefather of the digital age. The year ended with the unveiling of a bronze bust in his likeness. The statue stands as a proud and permanent tribute to UCC's most notable 'independent thinker'. It also acknowledges the many staff and friends of UCC who made the celebratory year such a success, forever connecting the name of George Boole with UCC.

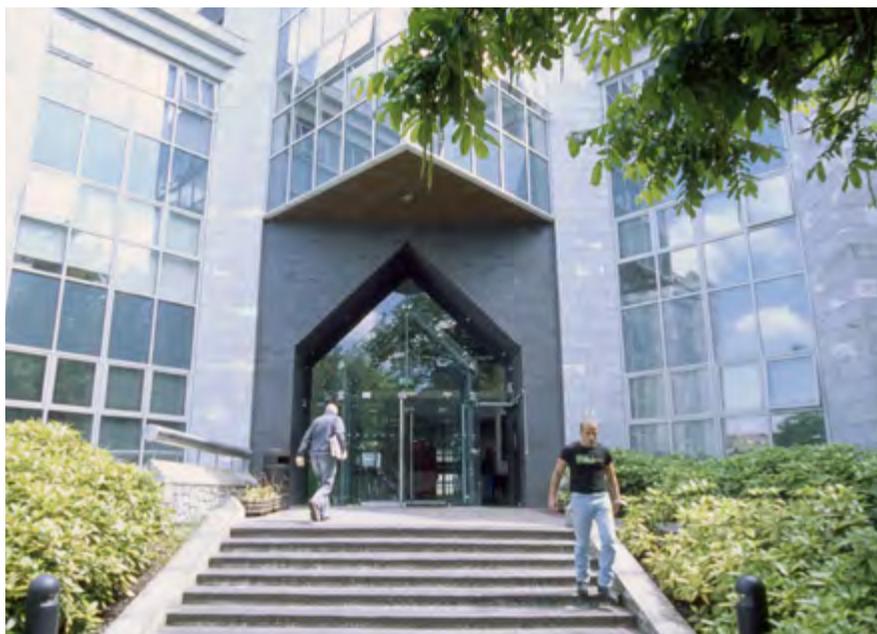
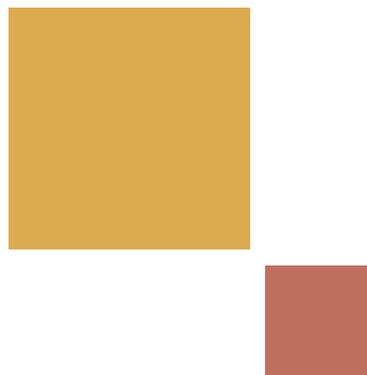
It has been my privilege to serve during one of the most eventful periods in the university's history. During my tenure, my vision was to build upon UCC's 171-year heritage, and develop 'a world-class regional university'. Most importantly, to lay a solid foundation for my successor, Patrick O'Shea along with UCC's community of staff, students, partners and friends to realise a new vision for the next decade and beyond. In this I wish him and my colleagues in UCC every success.

Michael B. Murphy  
Former President, University College Cork

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# UCC at a Glance

## Student Numbers 2015/16

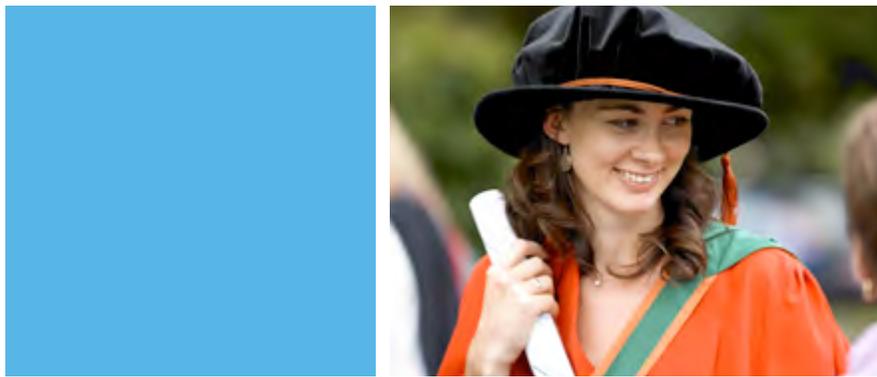
Total Students Enrolled	21,529
Full-time Undergraduate	12,911
Part-time Undergraduate	261
Distance Learning	189
Postgraduate	4,263
Research PhD	1,178
Research Master's	167
Full-time Mature Students	1,076
International Students (by nationality)	4,067
International Students (domicile)	3,123
Students Registered with Disabilities	1,213
Online	361

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## Rankings

WORLD RANKINGS	2015/16
QS World Ranking	283
Times Higher Education	351-400
Leiden Ranking	435
Sunday Times Irish University Ranking	2
UI Green Metric	4

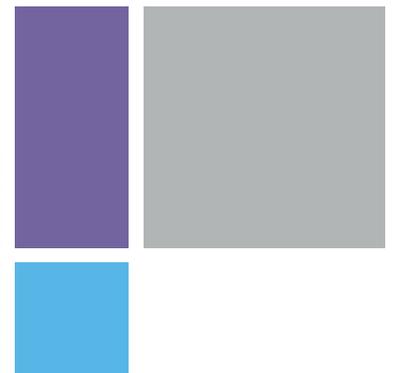
## Graduations

UNDERGRADUATE	
Degrees	2,986
Certificates and Diplomas	120
ACE Certificates and Diplomas	1,012
<b>Total</b>	<b>4,118</b>
POSTGRADUATE	
Doctorates	204
Master's - Research and Taught	1,447
Certificates, Diplomas and Higher Diplomas	499
ACE Master's	40
ACE Diplomas and Higher Diplomas	201
IMI Master's	113
IMI Certificates and Diplomas	484
<b>Total</b>	<b>2,988</b>
<b>TOTAL</b>	<b>7,106</b>

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# Financial Overview

INCOME SUMMARY 2015/16			
€m	2015/16	2014/15	Movement
State Grants	43.0	41.7	1.3
Student Fees	130.9	122.6	8.3
Research	96.3	89.9	6.4
Other Income	20.0	19.9	0.1
<b>Total Income</b>	<b>290.2</b>	<b>274.1</b>	<b>16.1</b>

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# Academic Developments

## Admissions Office

The remit of the Admissions Office is diverse and broad-ranging, often involving close collaboration with the entire university community and with external stakeholders. The Admissions Office focuses on Student Recruitment, Admission and Retention.

## CAO First Preferences

UCC enjoyed a successful CAO season in 2016, bucking the trend in national demand across several disciplines. An evidence-informed approach to recruitment has contributed to growing demand for our undergraduate programmes, with the university seeing close to a 15% rise in CAO first preferences since 2012. The intake of first-year EU undergraduates has been growing in line with the increased demand.



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## Undergraduate Student Recruitment

Undergraduate recruitment is a university-wide effort coordinated by the Admissions Office, and continued collaboration with our colleagues across the four colleges is crucial to maintaining our success in attracting high-achieving students.

Recruitment activities in 2016 included three open days, attracting approximately 14,000 visitors to campus. Recruitment events take place on campus and nationwide and include guidance counsellors' conferences, parent information evenings, higher education exhibitions, careers fairs, school visits, live online Q&A sessions and digital marketing campaigns.

The undergraduate prospectus was widely disseminated, with more than 20,000 hard copies circulated to homes and schools locally, nationally and beyond.

## First-Year Students

Support of first-year students is an important function of the Admissions Office. The 2016 orientation programme was particularly successful, with 98% of incoming students attending. In addition, over 2,000 visitors attended the Freshers Fest in September.

The Change of Course Policy, which was introduced as a retention initiative, is growing in popularity, facilitating over 100 students in 2016. In a further effort to prevent early withdrawal, targeted workshops and seminars were organised to support first-year students at particular pressure points throughout the year. In addition, approximately 450 one-to-one meetings were facilitated by the First Year Experience Coordinator. A first-year retention rate of 91.4% was reported for 2016, which compares very favourably with the most recently reported national average retention rate of new entrants to universities of 89% (HEA 2016).

To view 2017 UCC Undergraduate Prospectus click

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# Graduate Studies Office

## Non-Irish Qualifications Review

A detailed review of non-Irish qualifications was undertaken in conjunction with the International Office. Prospective applicants and programme directors can now assess their qualifications and grades against the requirements for UCC postgraduate programmes on our international comparison web pages.

## PhD Developments

A new five-credit portfolio module was introduced for PhD students to demonstrate how the activities they have carried out over the course of their PhD studies have contributed to the development of key relevant generic and transferable skills identified in the Irish Universities' Graduate Skills Statement.

A PhD by Prior Published Work was introduced to recognise staff members and external candidates who have produced a significant body of research under one coherent theme which is equivalent in standard to a PhD.

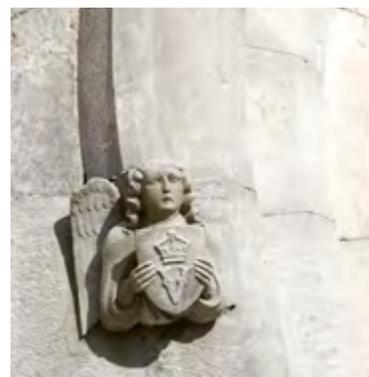
Joint PhD agreements were signed with the Italian Universities of Teramo and Bologna.

## Athena SWAN

In August 2016, UCC became the third Irish university to earn an Athena SWAN award. The Athena SWAN Charter encourages and recognises commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) in higher education and research. Work is now underway to implement UCC's three-year Athena SWAN gender equality action plan, overseen by a steering group chaired by the senior vice-president academic and registrar, Professor Caroline Fennell. To maintain the accreditation, UCC must reapply in 2019, demonstrating that we have implemented our action plan and assessed progress.

The School of Pharmacy, School of Biology, Earth and Environmental Sciences and the Department of Chemistry are all preparing Athena SWAN applications for November 2017 submission. More UCC units will submit applications in future rounds.

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# Teaching and Learning

## Teaching and Learning Excellence

A range of university-wide initiatives were implemented during 2015/16 at the Office of the Vice President for Teaching and Learning (OVPTL) to meet our objectives in teaching and learning (T&L). UCC was named the Sunday Times University of the Year in 2015/16. The *Sunday Times* reported that UCC's success is underpinned by its focus on making high-quality teaching as much of a priority as research.

This year UCC's excellence in teaching was again recognised by the National Forum for the Enhancement of Teaching and Learning in Higher Education when two UCC staff members were among the 16 recipients of the Teaching Expert Award at the national awards ceremony, Dublin Castle. Dr Ciara O'Toole, Department of Speech and Hearing Sciences, and Dr Orla Murphy, School of English, were both recognised for their commitment to excellence in teaching and the undertaking of teaching as a scholarly activity.

Internationally, Professor David Sheehan, recent head of the School of Biochemistry and Cell Biology at UCC, was shortlisted for a 2016 Global Wharton-QS Reimagine Education Award.

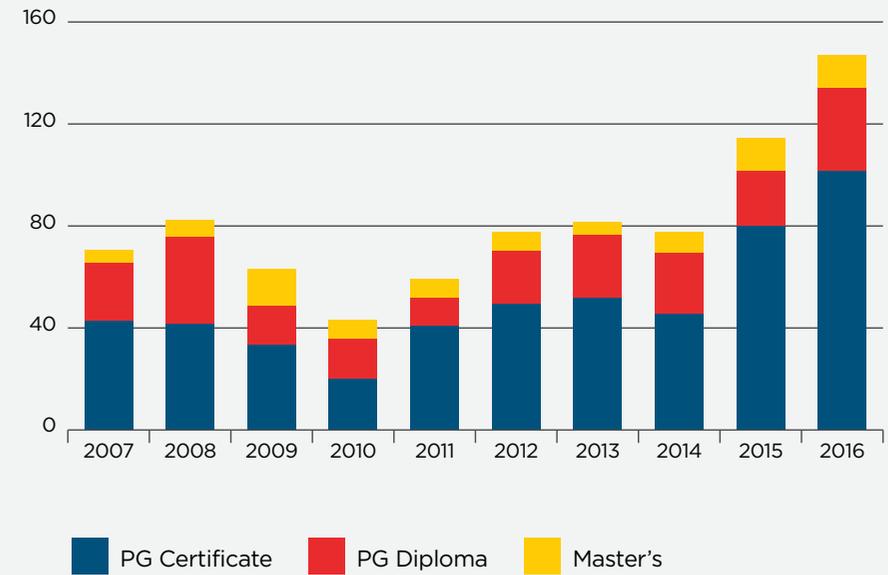
## Accredited Programmes in Teaching and Learning in Higher Education

UCC continues to invest in professional development courses in teaching and learning in higher education (T&L in HE) for its staff, postgraduate students and postdoctoral researchers, offering opportunities to review and improve their teaching skills and use innovative pedagogy. This year saw the launch of an online programme in T&L in HE, the first higher education institute in Ireland to do so, through the Centre for the Integration of Research, Teaching and Learning (CIRTL). The success of UCC's accredited courses in T&L distinguishes us as a leader in this field, with more than 70% of our staff having engaged in professional development in T&L, the highest in the Irish higher education sector. These programmes continue to attract staff in UCC and other third-level institutions nationally and internationally. Details of the programmes can be found at: [www.ucc.ie/en/ckb02](http://www.ucc.ie/en/ckb02)

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Number of registered participants on accredited courses at CIRTLL

## International Programme for Visiting Lecturers

CIRTLL, together with the UCC Language Centre, offers a suite of staff development activities for visiting academics from partner universities which combine English language advancement with T&L development. In 2015/16 these attracted 22 international scholars to the semester programme, and 34 scholars to the winter and summer schools. CIRTLL has supported close to 100 staff in the Programme for Visiting Lecturers to date, and now partners with seven higher education institutions in China.

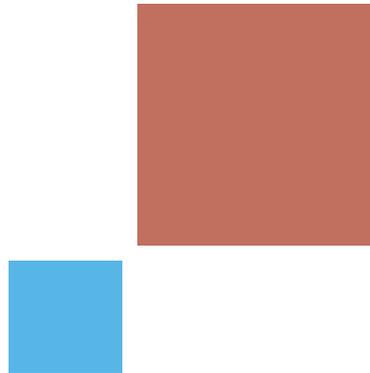
## Adult Continuing Education (ACE)

### 70 Years of Adult Continuing Education at UCC

2016 marked the seventieth anniversary of adult education at UCC. The year of celebrations highlighted UCC's pioneering lifelong learning initiatives under President Alfred O'Rahilly and the 1916 UCC adult education programme.

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During this period, ACE ran 125 courses and enrolled over 2,800 students in its accredited programmes and short courses. The courses were delivered at 125 learning centres in Ireland, Northern Ireland and Dubai.

Notable courses included a Certificate/Diploma in Autism Studies, a Certificate in Mental Health in the Community and the Pathways (credit union) suite of programmes, bringing UCC to centres in all four provinces.

Internationally, the Genealogy Summer School attracted students from all parts of the globe and the Higher Diploma in Leadership Development was delivered onsite in Allianz Worldwide Care's offices in Dubai.

### Cork Learning Neighbourhoods Project

ACE leads the Cork Learning Neighbourhoods Project on behalf of UCC, which is a key project of Cork UNESCO Learning City. This is a partnership project involving a broad coalition of community, statutory and private sector stakeholders, local residents, Cork City Council, Cork Education and Training Board (ETB) and, from 2017, Cork Institute of Technology. In the pilot year Knocknaheeny and Ballyphehane in Cork were the selected neighbourhoods and will include Togher and Mayfield from 2017.

Activities included a community-based lecture series, the Free University series during Cork Lifelong Learning Festival, visits by neighbourhood learners to lectures on campus, the 'Faces of Learning' poster campaign, and a Lord Mayor's Reception at which UCC academics were recognised. For more details see: [https://www.ucc.ie/en/media/studyatucc/adulted/LearningNeighbourhoodsPilotReview\[5129\].pdf](https://www.ucc.ie/en/media/studyatucc/adulted/LearningNeighbourhoodsPilotReview[5129].pdf)

### UNESCO Learning City

ACE and the OVPTL represented UCC at several levels in the development of the UNESCO Learning City project following the signing of the Learning City memorandum of understanding between UCC, Cork City Council, Cork ETB and Cork Institute of Technology in June 2015. These included representing UCC's community-wide engagement at the 3rd UNESCO Learning City Conference in Mexico City. UCC's active engagement contributed to Cork being the first Irish city to be recognised as a UNESCO Learning City (one of only 12 globally) and for Cork to be selected to host the 4th UNESCO Learning City conference in September 2017.

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## Adult Education goes online

The first online programme, a Certificate in Autism Studies (NFQ 6), was launched in January 2016 with 90 students, making it UCC's largest online programme to date. Due to its success, this course will be extended to a second year from September 2017, allowing online learners to progress to the Diploma in Autism Studies (NFQ 7).

## Quercus Talented Students' Programme

The programme supported 38 Quercus Scholars (including 18 new recipients), 102 College Scholars and 74 Quercus Entrance Scholars in 2015/16. The Quercus Awards Gala, where new Quercus Scholars were welcomed, took place in the Aula Maxima in December. During the year Quercus Active Citizenship scholar Joanne O'Riordan became the youngest ever Grand Marshal of the St Patrick's Day parade in Dublin as well as being awarded the Outstanding Young Person of the World by Junior Chamber International in Japan.

It was a very successful year for Quercus Sports Scholars, with John Power (Kilkenny) and Amy O'Connor (Cork) both securing their second senior All-Ireland hurling and camogie medals respectively in Croke Park. Quercus Innovation/Entrepreneurship Scholar Marie Martin was named UCC Entrepreneur of the Year. Quercus Sports Scholar Chris Mintern won both the Senior National and Dublin Triathlon title in the summer of 2016. The eight-part Quercus lecture series began in January 2016.

## Technology-Enhanced Learning

The OVPTL is committed to advancing the potential that new technology offers and responding to the growing imperative to embrace new technologies in higher education. In 2015/16, an instructional design website was launched (<http://instructionaldesign.ucc.ie>) providing a central repository for a wealth of useful information about teaching technology and instructional design.

A new training programme for UCC staff was launched in response to staff consultation on digital literacy. This programme provided digital literacy training to over 200 staff. These training sessions look at different aspects of technology-enhanced learning and employ demonstrations and collaborative sessions targeting sharing of best practice on the effective use of technology in the university classroom.



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## UCC Online

Online learning now plays an important role in UCC's strategic vision and mission. Online learning, where instruction and content are delivered primarily via the internet, has seen considerable growth in universities around the world over the past 10 years, and UCC has been part of this growing trend.

We aim to enrich and expand UCC's online programmes and in 2015/16 established the Online Learning Instructional Design Team to support the development and delivery of online courses. The number of online courses offered at UCC rose to 16 with a total of 361 students online.

## Scholarship of Teaching and Learning

UCC continues to build its reputation for excellence in the scholarship of teaching and learning, securing several national and international grants for research on teaching through competitive calls.

In December 2015 the OVPTL secured funding from the National Forum for the Enhancement of Teaching and Learning to lead a collaborative project entitled 'Transformation Through Collaboration - Building Digital Literacies in HEIs'. This project identified 45 staff from five southern cluster higher education institutes as 'digital champions' and supported them in the enhancement of their digital literacy skills and sharing of acquired knowledge through the development of shared resources at [www.digitalchampions.ie](http://www.digitalchampions.ie)

This UCC-led project culminated in Technology Enhanced Learning (TEL) Week which saw 23 institutions from Ireland's HE sector engage in a range of regional partnerships to host 50 TEL events across the country.

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## Teaching and Learning for a Sustainable Future

Teaching and Learning is one of the key areas for the implementation of UCC's sustainability strategy, which was launched in 2016. Positive outcomes for students' sustainable behaviour are associated with the incorporation of environmental literacy and sustainability into teaching and learning practice. A university-wide module 'Putting education for sustainability in its place: Put yourself in the picture' was launched at UCC in January 2016 through partnership across 15 disciplines and UCC's Green Forum.

## Continuing Professional Development

UCC is committed to providing improved opportunities for increasing participation in outreach, engagement and Continuing Professional Development (CPD), and in 2016 established its Centre for CPD. This new Centre aims to increase the accessibility and flexibility of CPD; to provide support for the provision of CPD across the university, making it more suitable for the professional market; and to present a consolidated 'shop front' for CPD in UCC for those looking to undertake CPD.



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# Student Life and the Student Experience

## Acting Head of Student Experience

Dr Michael Byrne was appointed Acting Head of Student Experience in December 2015. Dr Byrne was the former Head of the Student Health Department.

## The Student Hub

The Student Experience Project Office is leading a major university-wide project to design a campus-based Student Hub in the Windle Building. The planning application was lodged in December 2015 with planning permission granted in June 2016. The Hub will accommodate four major aspects of the student experience:

- The teaching and learning experience of students and staff
- Access to student academic administrative and support services
- Student development and employability
- Engagement and participation in student activities

## Student Experience Project Office

The Student Experience Project Office (SEPO) has continued to coordinate four project groups:

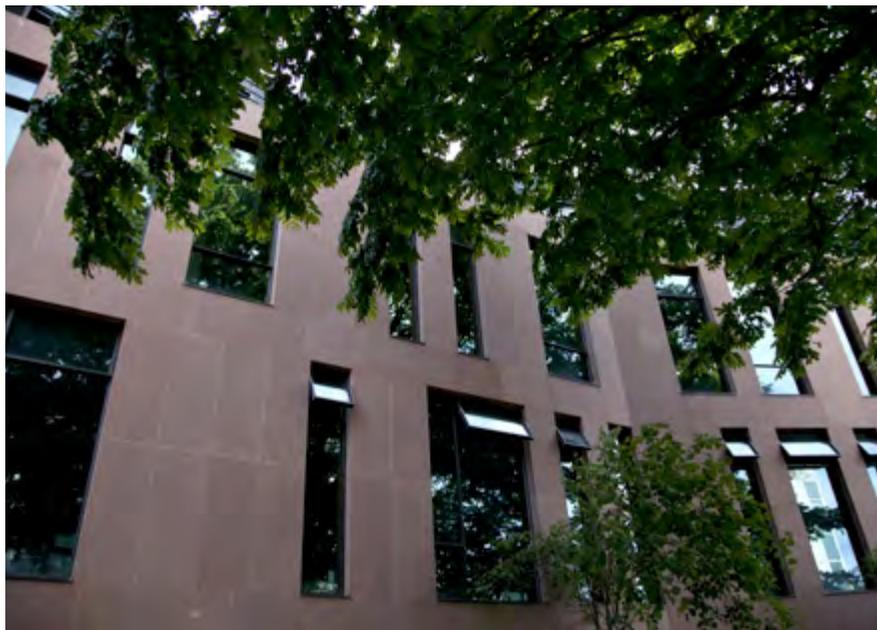
- Communicating the Student Experience
- Developing Staff Expertise
- Enhancing the Student Experience
- Technologically Enhanced Student Experience

The weekly *Student News* newsletter, launched in September 2015, has improved information and customer service and has resulted in a significant reduction in email traffic to students. A Facebook page was set up in 2016 to supplement the newsletter.



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# Contributing to Outreach and Transition into University

## Disability Support Service (DSS)

The DSS supports students throughout their journey in UCC, from pre-entry to graduation. The service offers a range of specialist interventions grounded in the principle of empowering students with disabilities.

1,213 students registered with DSS in 2015/16. This figure represents an increase of 9% on 2014/15.

There was a large increase in the number of students registering with significant ongoing illnesses, mental health conditions and autism spectrum disorders. The service liaised with other student services to further enhance the supports for these categories of disability.

In 2015/16, the DSS used technology to streamline communication with students and academic departments.

- The DSS moved to electronic file management on all students registered with the service.
- An online registration system ([www.ucc.ie/en/dss/registration](http://www.ucc.ie/en/dss/registration)) was developed to manage the volume of students with disabilities registering with DSS at the beginning of the academic year.
- DSS utilised the Departmental Module Information System (DMIS) to communicate the needs of students with disabilities to academic departments.
- A range of podcasts were uploaded to the DSS website to help students to use assistive technologies: [www.ucc.ie/dss/assistivetech](http://www.ucc.ie/dss/assistivetech)
- 138 academic modules were recorded using the lecture capture system Panopto. These recordings were made available on Blackboard to students registered with the service.

In 2015/16, the DSS has worked with employers in the Cork region to provide a paid internship programme offering work experience to graduates with disabilities.

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## Mature Student Office

In 2015/16, 325 first-year full-time undergraduate mature students registered in UCC, bringing the total number of mature students registered in the university to 1,076.

The Mature Student Common Room experienced a footfall of over 14,300 during the 2015/16 academic year. The Common Room was relocated during the summer of 2016 from the Windle Building to No. 4 Carrigside on College Road. The cooperative space, now called the Mature and Postgraduate Student Common Room, welcomes mature, postgraduate and part-time students alike.

Of the 872 recorded instances of support during 2015/16, 111 were attributed to academic supports through one-to-one tutorials. Other instances included group tutorials, social supports, life coaching and referrals.

## UCC PLUS+ Programme

The intake in 2015/16 of 249 students from socio-economically disadvantaged backgrounds, under the HEAR scheme, represents over 6% of the overall UCC student intake.

The UCC PLUS+ Schools Programme worked in partnership with over 40 primary and second-level schools in the Cork, Kerry and Waterford region. In 2015/16 over 5,000 students and approximately 500 parents participated in outreach activities which were delivered both in schools and on campus.

The Traveller Mentoring Programme supported over 120 second-level Traveller students across 15 schools in Cork City and County.

93% of UCC PLUS+ Graduates of 2015 were in employment or further study six months after graduation.

912 students benefited from Student Assistance Funding, and almost 300 students engaged with the Student Budgetary Advisor.

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# Facilitating Engagement in Student Life

## Accommodation Service

In response to the national shortage of student accommodation, a student placement service was coordinated by the Student Experience Project Office for vulnerable student groups entering UCC in 2015/16. These were identified as full-time, first-entry international students and first-year students.

By August 2016 1,095 international students were mapped/placed in accommodation. By December 2016, 461 spring-intake 2017 international students had been mapped/placed in accommodation.

By September 2016, 503 first-year students were mapped/placed in accommodation.

## Granary Theatre

In 2015/16, the Granary Theatre staged 37 full-scale theatre productions. The majority of the plays involved UCC students in creative, production and performing roles. UCC's Drama Society, Dramat, presented 11 productions on the Granary stage.

The Granary collaborated with the Cork Midsummer Festival to co-present a new play, *Dark Kingdom*, based on stories by Kevin Barry and adapted for the stage by UCC graduate Eadaoin O'Donoghue.

The Granary/Cork Midsummer Festival also co-produced a new version of Shakespeare's *A Midsummer Night's Dream*, featuring a cast of UCC students and young Cork actors, in June to sell-out houses and great critical acclaim.

The New Directors Festival was reinstated in 2015 for the first time since 2008, with four plays performed in repertoire, partially funded by the Arts Council. The New Directors Festival featured many UCC students, current and past, in a month-long series of events dedicated to the art of the stage director during September 2015.

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During 2015/16, over 5,000 students have attended productions in the Granary Theatre, with more than 200 students working in the building as performers, directors, writers, production and technical engineers, and in the box office. The main users of the building are the student society Dramat and students from the Department of Drama and Theatre Studies.

UCC students receive invaluable vocational training while working in the Granary. These skills are based on best international practice and many students go straight into the performing arts industry well equipped to work in contemporary theatres and with theatre companies.

## Engagement in Sport and Physical Activity

Work is ongoing to finalise the design plans for the 'new farm' to enhance UCC's sporting facilities in Curraheen. It is also providing an opportunity for the university authorities to look at existing facilities in the Mardyke and its environs to ensure the students of UCC can be afforded the best sporting and recreational facilities going forward.



## Clubs and Societies

Sixty sports clubs were active on campus for the academic year, providing sport and physical activity at all levels to the students. UCC sports clubs continue to bring success to the university year in, year out. 2015/16 was no exception:

The Women's Athletics relay team created a media sensation when Phil Healy came from sixth place to win the final leg of the 4 x 400-metre intervarsity event in unbelievable fashion. The final has had over 3 million hits on YouTube.

UCC Men's Hockey Club had a tremendous season, winning the Peard Cup, the Munster Senior League and Munster Junior Cup in the same season for the first time in the club's history. They were also Munster League second division winners.

UCC Rugby Club were promoted to Division 1B of the All Ireland League.



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UCC Soccer Club were runners-up in the Munster Senior League, losing out on the title in the final match of the season. Sean O'Mahony was awarded Munster Senior League Player of the Year for the soccer season 2015/16.

UCC Fresher Ladies Basketball won the fresher Intervarsities.

UCC Men's Basketball won the first division basketball Intervarsities. Adrian O'Sullivan was awarded MVP and an All Star at the event.

UCC Demons are Superleague and Super Cup champions - UCC students Adrian O'Sullivan and Jack O'Mahony were part of the squad.

UCC HPAE Sports Scholarship recipient Adrian O'Sullivan was selected on the Irish Club team which competed in the FIBA Europe Cup and on the Irish Senior Men's squad who will compete in the small nations European Championships this summer.

UCC's Sarah Kenny has been selected on the Irish U20 Women's team to compete in the European Championships this summer.

UCC Judo Club won the overall Judo Intervarsities title for the first time in the club's history.

UCC Camogie Club lost the Ashbourne Cup final with the last shot of the match.

Paul Kiernan, UCC Rugby Club, was a member of the Irish U20 rugby team who were beaten World Cup finalists.

UCC athlete Phil Healy represented Ireland at the European Senior Athletics Championships in the summer of 2016.

UCC Kickboxer Lily de la Cour was crowned WAKO Senior World Champion - 50kg.

UCC Annual Sports Star Awards	
<b>Adrian O'Sullivan</b>	Basketball
<b>Pamela Mackey</b>	Camogie
<b>Brian Begley</b>	Gaelic football
<b>Tadhg de Búrca</b>	Hurling
<b>Lily de la Cour</b>	Kickboxing
<b>Marie Ambrose</b>	Ladies Gaelic football
<b>Peter Coulter</b>	Men's Hockey
<b>Paul Kiernan</b>	Rugby
<b>Sean O'Mahony</b>	Soccer
<b>Chris Mintern</b>	Triathlon

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**Kieran Dowd Special Achievement Award:**

Susan Dwane, UCC Karate Club for her years of service as club coach.

At the annual Clubs & Societies Ball the following were awarded:

Club of the Year	<b>Hockey Club (M &amp; L)</b>
Most Improved Club of the Year	<b>Basketball</b>
Competitive Event of the Year	<b>Tetrathlon Intervarsities - Equestrian Club</b>
Non-Competitive Event of the Year	<b>Ski Trip - Snowsports Club</b>
Fresher of the Year	<b>Faye Mansfield - Equestrian Club</b>
Website of the Year	<b>Judo Club</b>
Club Person of the Year	<b>Annie Walsh</b>
Bene Merenti Winners	<b>Greg Chambers - Men's Hockey</b> <b>Aisling Hickey - Racquetball</b> <b>Neil McSwiney - Rowing</b> <b>Neil Collins - Tennis</b> <b>Stephen Quirke - Tennis</b> <b>Emma Hogan - Inline Hockey</b> <b>Hannah Lane - Women's Rugby</b>

International Events

The UCC Sports Department hosted the European U18 Hockey Championships in the Mardyke in July 2016. Prior to this competition, the Mardyke hosted two senior international men's hockey matches between Ireland and the Netherlands. Both teams were in training for the 2016 Rio Olympics.

Olympics/Paralympics

UCC graduate, marathon runner Lizzie Lee represented Ireland at the Rio Olympics in the summer of 2016.

UCC graduates Patrick O'Leary and John Twomey, and former UCC student Niamh McCarthy represented Ireland at the Paralympics in Rio. Niamh won a silver medal in her discus event.

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## Student Societies

Over 103 student-led societies running an average 40-50 events every week contribute to a thriving and vibrant campus in UCC. A total of 1,036 students held elected positions on societies ranging from political and debating, religious and charitable, science and engineering, social, medicine and health, arts, languages and social sciences, creative and business and law.

Over €170,000 was raised for national and international charities. Societies also continued their work in the various outreach programmes that enrich students' own experiences. The wider community also benefits from a broad range of initiatives such as schools mentoring, homework clubs, Traveller literacy, elderly outreach, schools debating, and art classes for people with intellectual disabilities.

## Society Award Winners 2015/16

Best Campaign	<b>Feminist - Rise Above It</b>
Best Financial Management	<b>Netsoc</b>
Best Society Promotion	<b>Feminist</b>
Best Mental Health Promotion	<b>Psychology</b>
Best Charitable Event	<b>Warpcon</b>
Best Weeklong	<b>Commerce - Digital Marketing Summit</b>
Best Academic	<b>Law Conference</b>
Best Creative Event	<b>Music - Battle of the Bands</b>
Best Innovation	<b>Environmental</b>
Best Academic	<b>Pharmacy</b>
Best Creative	<b>Knitting</b>
Best Political and Debating	<b>Feminist</b>
Best Religious and Charitable	<b>Friends of Médecins Sans Frontières (MSF)</b>
Best Social	<b>Macra na Feirme</b>
Most Improved	<b>Friends of MSF</b>
Community Engagement	<b>Warps</b>
Best Event	<b>Warpcon</b>
Best Small	<b>Feminist</b>
Best Collaboration	<b>Philosophical &amp; Amnesty</b>
Societies' Choice	<b>Feminist</b>

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## Individual Awards 2015/16

<b>Clodagh Feehely</b>	Philosophical
<b>Keith Kavanagh</b>	LGBT
<b>Ellie Mahony</b>	Feminist
<b>Sean O'Regan</b>	Accounting
<b>Marie Claire O'Sullivan</b>	Commerce
<b>Sean Whelan</b>	Friends of MSF
<b>Martha Ewence - Soc. Person of Year</b>	International Relations
<b>Beth Mallen - Fresher of Year</b>	IR and Philosoph

## Supporting Student Health and Wellbeing

### Chaplaincy

The Chaplaincy provided pastoral and spiritual support to UCC students, staff, alumni and retired staff. The Chaplaincy Centre on College Road continues to attract large numbers of students on a daily basis, who come for a variety of different reasons. The Chaplaincy increased its presence around campus with outreach tables highlighting the services available to students. The Chaplaincy also caters for a larger number of students through local and international trips, pilgrimages, retreats and walks.

### Student Counselling & Development (SCD)

1,172 students used the service for individual counselling; 5,330 sessions were offered. Five new counselling rooms and a waiting area were opened in Áras na Mac Léinn with the support of the Students' Union.

A new IT system was installed which allowed the SCD to go paperless in terms of processing student data.

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SCD completed the development of the Identifying & Responding to Students in Distress and at Risk training which assists staff to identifying signs of distress or risk, and in knowing how to respond or refer. This training has been adopted by Psychological Counselling in Higher Education Ireland and will be delivered in all third-level institutions in the country.

A survey of students attending for counselling showed that 92% found counselling to be effective/very effective and that 80% of students who were considering leaving university found counselling to be important/very important in their decision to remain in UCC.

### Peer Support

287 Peer Support Leaders were trained and provided a range of supports to 3,500 first-year students. Now an integral part of the UCC Orientation Programme, Peer Support Leaders provided 2,968 hours voluntarily during this period. David Carey was appointed the new Peer Assisted Student Support Coordinator in August.



### Student Health

More than 21,000 appointments were offered by the Student Health Department in 2015/16, with services including: contraception and sexual health, travel vaccinations, course-related health screening, a sports injury treatment service, mental health (including a consultant psychiatry service). This year we strived to improve our support/treatment of students with mental health issues with ongoing projects and training, e.g. suicidality review and bibliotherapy project.



### Supporting Transition to Work and Further Study

#### Careers Service

The Careers Service helps UCC students to achieve their career objectives by providing access to one-to-one careers advice and coaching, employability workshops and events, work experience or placement opportunities and graduate employment and postgraduate opportunities.

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## UCC Graduate Employment Outcomes – the Class of 2015

In spring 2016, the 4,458 graduates of 2015 were surveyed by questionnaire, email and telephone. A response rate of 80% was achieved. Overall, 93% were in employment or further study.

Key points include:

- 62% of all the graduates who responded reported that they were in employment.
- 31% had continued onto further study, the bulk of these being Level 8 graduates continuing onto a Level 9 degree.
- 6% were actively seeking employment and the remaining 1% were not available for employment.

## Career Service Highlights of 2015/16

- Partnered with the School of Economics to deliver an innovative 10 credit employability module in each year of a new degree programme, BA (Hons) Economics (through Transformational Learning).
- StudentVolunteer.ie was successfully piloted in partnership with Campus Engage.
- Mystudentjob.ucc.ie, a 'one-stop' temporary, casual and part-time jobs portal, was launched in partnership with the Students' Union.
- Supported introduction of accredited work placement into new degree programmes including:
  - BA Digital Humanities and Information Technology
  - BSc Biotechnology
  - MSc Chemistry (informal support)
  - MSc Molecular Cell Biology
  - Student numbers have doubled in MSc Management and Marketing.



# Internationalisation

In 2015/16, internationalisation continued to expand, guided by the UCC Strategic Plan 2013-2017. International enrolment at UCC reached 16.28%, approaching the target of 17% by the end of 2017. UCC received more than 3,000 applications (all categories) from more than 90 countries.

The International enrolment mix, in context:

Total International Headcount	2011/12	2012/13	2013/14	2014/15	2015/16
Visiting Students	597	585	611	747	809
Summer School	47	40	46	40	34
Visiting Fee Paying	16	18	14	24	13
Visiting Exchange	528	611	617	624	670
Visiting PG (Resources Only)	4	7	3	6	3
Economic Fee UG	530	558	580	616	715
Economic Fee PG	340	361	335	436	497
International Domicile	220	232	270	318	382
<b>Total</b>	<b>2,282</b>	<b>2,412</b>	<b>2,476</b>	<b>2,811</b>	<b>3,123</b>
Total Student Population	17,908	17,918	17,928	18,367	19,188
% International	12.74%	13.46%	13.81%	15.30%	16.28%
International Other	969	1,027	1,108	1,161	1,208

The International Office (IO) supports UCC strategic goals by seeking to:

1. Deepen penetration and enhance quality within developed markets
2. Minimise intake risk by diversification of markets and balancing intake across markets
3. Explore and engage emerging markets
4. Encourage multiple forms of internationalisation, including research collaboration, institutional cooperation, outbound mobility, and alumni relations
5. Reduce impediments to enrolment of international students
6. Cultivate positive awareness of UCC globally
7. Deliver appropriate student support, from arrival through to graduation.

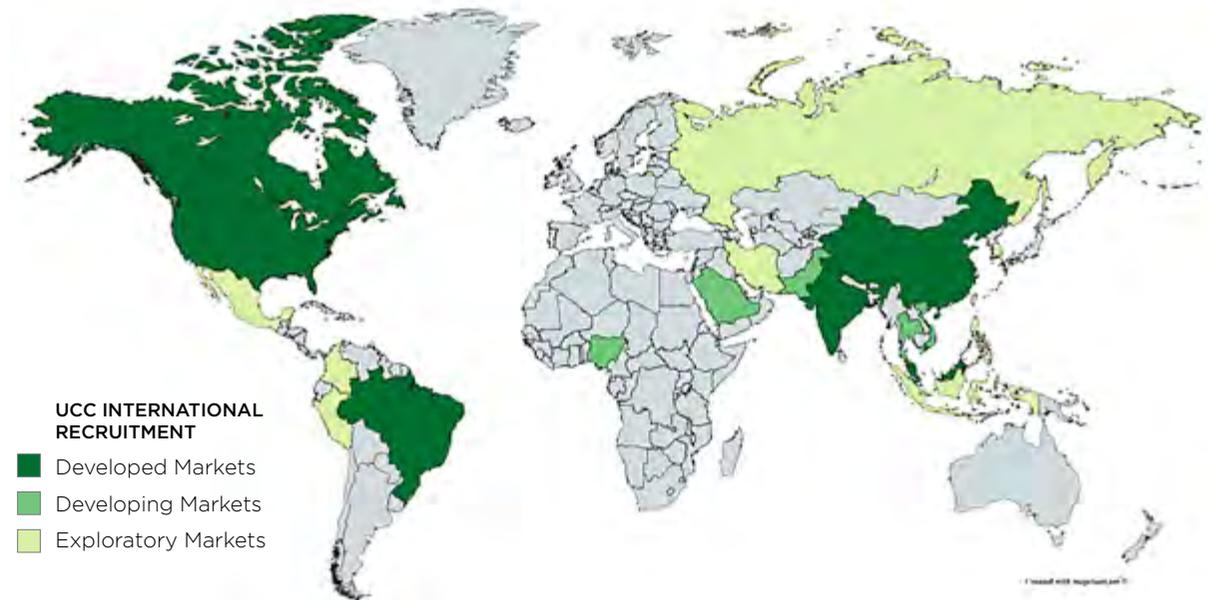
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Historically, reliance has been primarily upon recruitment from major markets: North America, China, India, Brazil, and Malaysia/Singapore. While these major markets remain the foundation of UCC's intake, broadening our reach and exploring new markets must continue.

Given the 2016 cessation of the Brazilian Science Without Borders Programme, Brazilian intake will drop precipitously and other developing and exploratory markets will need to plug the gap (c. 85 students per year). Graphically, UCC's emphasis during 2015/16 has been:



Inbound visiting student figures have continued to increase, and now include a growing number of students from outside the USA. Erasmus activity has continued to expand; 2015/16 funding via HEA increased 32% to €824,395 as a result.

Operationally, the IO admissions team has been a key participant in developing, pilot-testing, and approving for roll-out the undergraduate application engine (CRM) as well as custom-built software to automate visiting student enrolment. These systems address known impediments to efficient and effective processing of incoming students. In conjunction with the Graduate Studies Office, a unified and approved table of recognised foreign universities and equivalencies was created, approved, and is available on the International Office web page.

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Under the leadership of the IO Marketing and Communication Advisor, phase one of the IO website was completed and has added clarity, functionality and accuracy to our digital presence. The IO has refreshed both print and digital collateral, and is developing a steady stream of multimedia material for use. Social media activity has been particularly successful globally.

An Agent Manager position is now filled and fully operational. This role will regularise and improve UCC's management of recruiting agencies globally and is expected to boost agent-driven intake while at the same time reducing volume of applications that are clearly below minimum standards. In addition, this role will drive the strategic growth of our agency network and ensure quality representation of UCC worldwide.

Field offices in Delhi, New York and Shanghai continue to provide value by enhancing brand awareness, recruiting, and advancing institutional collaboration.

Regional Working Groups continue to support development of major markets. Under the leadership of four International Strategy Officers, and where possible in conjunction with Enterprise Ireland, UCC participated in recruitment fairs in India, China, Hong Kong, USA, Saudi Arabia, Oman, Nigeria, Thailand, Indonesia, Vietnam, the Philippines, Columbia, Mexico, Peru and Brazil.

The student housing market continues to be the greatest threat to international intake. While authority over this domain is outside the remit of the International Office, quality housing stock and access remains a potential barrier to delivery of intake targets. The International Office will continue to be active in an advisory capacity.

The IO distinguished itself through rapid, professional and compassionate engagement with UCC students abroad in the face of tragedies such as the Spain bus crash, terrorist attacks, or personal accidents. No UCC students were fatally injured; in all cases duty of care responsibilities were discharged in exemplary fashion.

The IO has hosted more than 45 government and university delegations at UCC; led or coordinated 20+ outbound missions; coordinated the completion of 24 MoUs or other contracts; delivered a university-wide internationalisation workshop; and has joined other Irish institutions in developing an online orientation programme for international students.

Overall, 2015/16 proved that investment in internationalisation pays dividends, and that a joined-up approach to brand-building leads to increased student interest, as seen in coordination of IO efforts with George Boole activities. Close collaboration between the IO and academics (and their units) has demonstrated that deeply embedded and comprehensive internationalisation can occur at UCC when all parties have a clear vision and mandate.

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# Research

## Overview

University College Cork (UCC) is an internationally competitive, globally-focused, research-led university that is ranked in the top 2% of universities worldwide, and was named the Sunday Times University of the Year for 2016.

UCC continues to be one of the best-funded research universities in Ireland with research and development investment of €96.4 million in 2015/16, representing a 21% (€16.6 million) increase over the last five years despite a challenging economic environment, and an historical high for the institution (Figure 1).

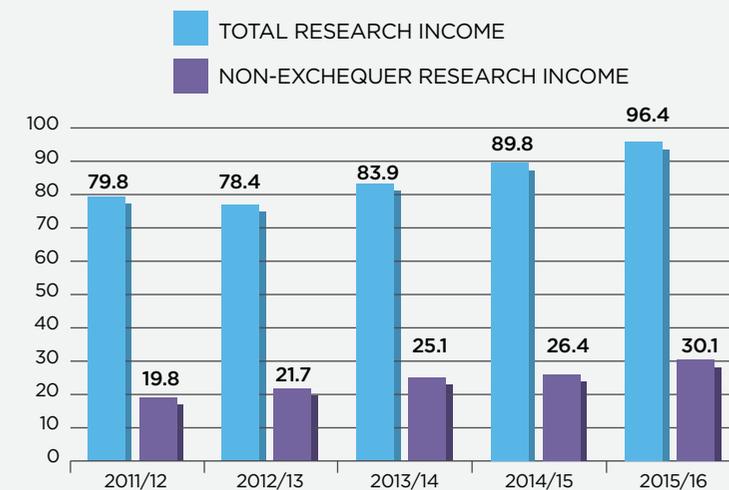


Figure 1: Overall Research Income expressed as Expenditure (€/million) - Five-Year Profile

Reflecting the pressures on government funding, €30.1 million (31%) of 2015/16 research income was generated from non-exchequer sources, a record high (Figure 1). This represents a 52% increase in the last five years, and was primarily driven by a 40% increase in funding from EU programmes (to €14.8 million) and a 129% increase in funding from industrial sources (to €10.3 million) (Figures 2A/B).

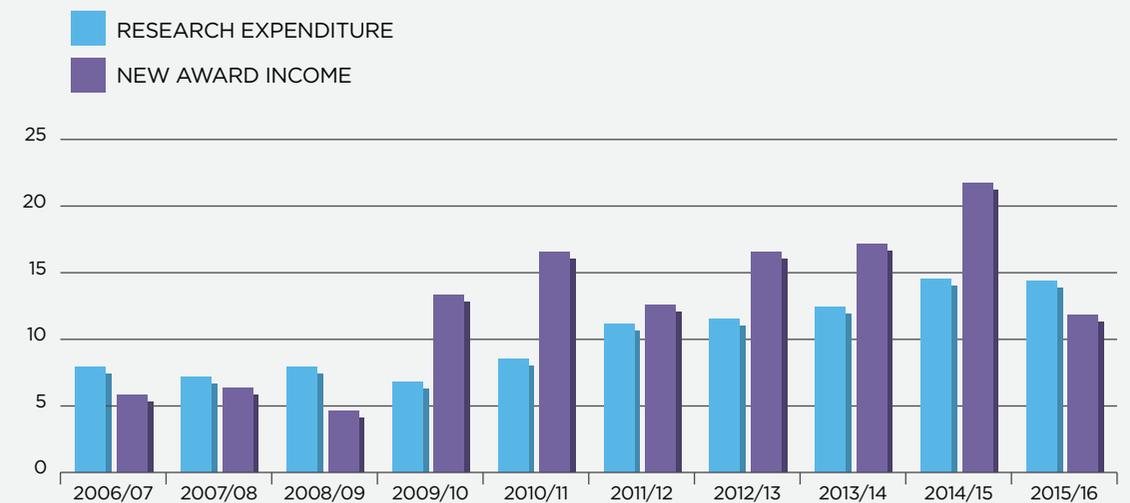
The value of new award income secured from industry sources has also dramatically increased over the last five years (Figures 2A/B) - a 229% increase since 2011/12, despite a €4.7 million year-on-year decrease in 2015/16 reflecting

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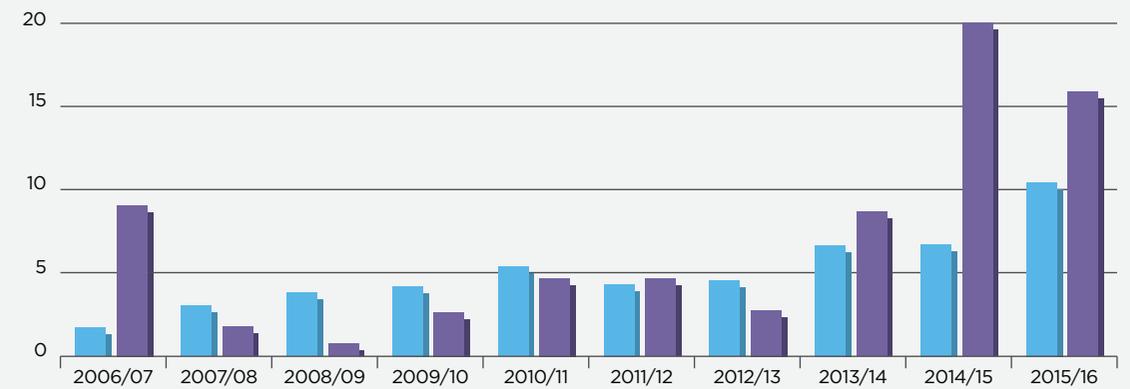
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less relevant funding programmes in this space being available during the year. Despite an overall, longer-term, positive trajectory, the value of new awards from EU sources decreased (to €11.4 million) in 2015/16, which correlates with a 28% decrease in the number of awards secured compared to the previous year (51 to 37). Over the same period, particularly in the second half of the academic year, UCC application activity across all EU funding programmes also fell, such that the overall success rates achieved by the UCC research community was significantly higher than that achieved in the previous year (16% versus 11%) and continues to exceed the EU average.



A. European Funding



B. Industry Funding

Industry engagement via SFI Research Centres Programme begins

Figure 2: New Award Income & Expenditure (€/million)

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Looking to the future, UCC researchers now collaborate with over 750 of the world's top universities across 130 countries and are ideally placed to leverage these collaborations for success in future exchequer and non-exchequer funding programmes.

## European Engagement and Horizon 2020

Horizon 2020 is the current EU framework programme for research and innovation. Launched in December 2013, this €80 billion programme represents a major opportunity for UCC across all disciplines of research. At a national level, the government has set an ambitious financial draw-down target for the programme of €1.25 billion.

To address these challenges, and to ensure that UCC was positioned appropriately to maximise success, UCC Research Support Services developed the *Horizon 2020 Action Plan* that set out a strategy to augment and improve existing research supports and develop and implement new targeted supports, with the ambition of providing our researchers with a significant competitive advantage in Horizon 2020. One key objective of the Action Plan was the establishment of *PrimeUCC*, which offers project management services with a focus on EU-coordinated projects and European Research Council (ERC) programmes, and is the first such resource of its kind in Ireland.

As of December, UCC researchers had secured 72 Horizon 2020 awards (22 as coordinator and 50 as partner) from an overall total of 495 applications submitted to the Commission. This equates to a success rate of 15% (higher than the EU average - 12%), with a financial drawdown of €39.3 million. Total research funding secured by UCC researchers from all EU programmes (since the start of Horizon 2020 in 2014) is €40.8 million. Awards secured to date equate to 36% of UCC's institutional target for the Horizon 2020 programme - €110.3 million over the seven years of the programme (to 2020).

## Publications/Citations

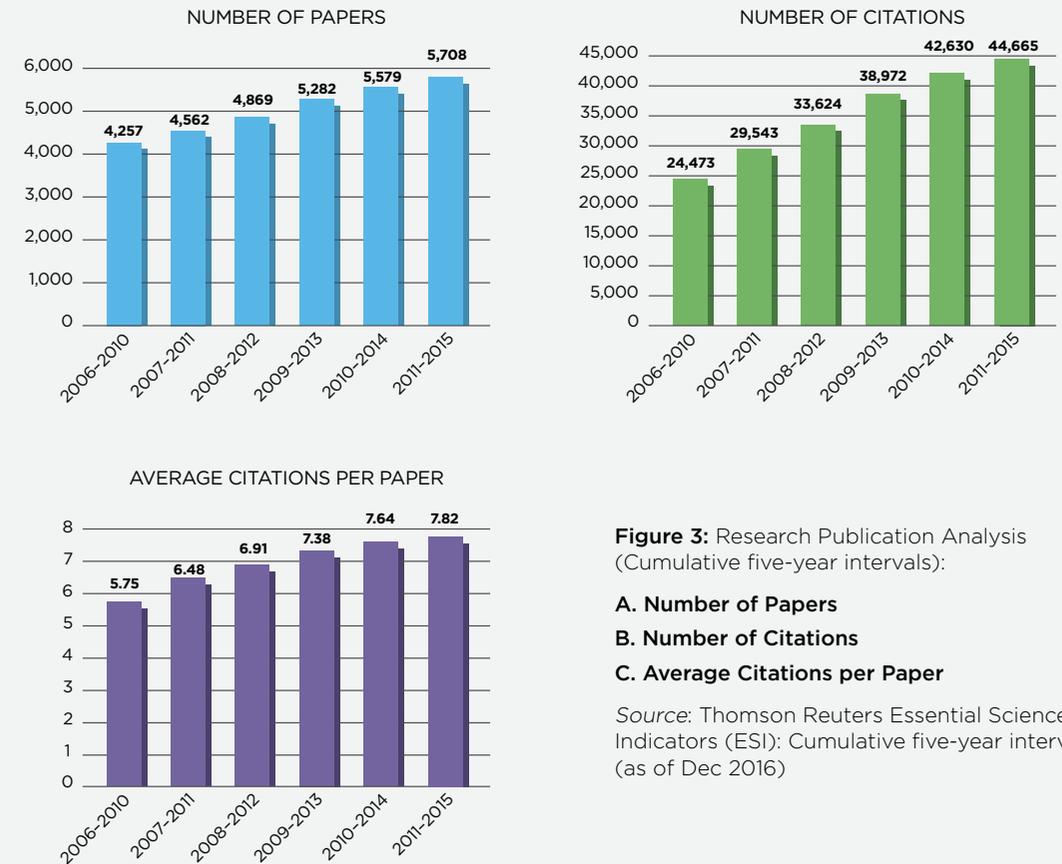
Analysis of one of the key research outputs generated from UCC research activity - peer-reviewed research publications - reveals significant, continual growth over the last 10 years. The number of publications, the number of citations to these publications, and the average number of citations per

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individual publication (a standard measure of bibliometric impact) have all demonstrated a positive growth trajectory in recent years (Figure 3A-C). This positive growth aligns closely with the significant investment in UCC research activity over the same period.



**Figure 3:** Research Publication Analysis (Cumulative five-year intervals):

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

Source: Thomson Reuters Essential Science Indicators (ESI): Cumulative five-year intervals (as of Dec 2016)

Further analysis of the impact of UCC research publication outputs, as assessed via a number of different university ranking exercises, reveals a similar theme. For example, in the EU-sponsored U-Multirank Exercise (2016), which surveyed 1,300 higher education institutions from more than 90 countries, UCC performed strongly, scoring 14 A's and 9 B's across the 28 categories. The institution did particularly well in research categories, achieving 'A's for Citations Rate, External Research Income, Top Cited Publications and Post-Doctoral Positions.

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The university's achievements in the U-Multirank follows other recent successes, with the institution named as the Sunday Times University of the Year 2016, and UCC also featured in the top tier globally for 14 subject areas in the recently published QS World University Rankings (2016), with Nursing and Midwifery listed in the top 50 worldwide.

Finally, in the recently published CWTS Leiden Ranking Exercise (2016), UCC was ranked number one in Ireland for Physical Sciences and Engineering, research based on the proportion of papers in the top 1% of journals.

## Assessing Research Performance – Institutional Research Quality Review Exercise

In 2009, UCC was the first university in Ireland to undertake a comprehensive review of research activity across the entire institution. Research performance of all staff was evaluated against international standards and criteria, in an independent process involving some 115 international experts on 15 panels. The review confirmed that the university had achieved distinction in its research output as well as considerable success in the transfer of research to the market place, with many areas performing at the highest international level.

The second cycle of Research Quality Review (RQR) took place in 2015/16. The objective of this exercise was to provide an independent assessment of the quality and level of research activity at Unit level, benchmarked on a disciplinary basis, for the period 2008 to 2014 and the final Report was published in January 2017 ([www.ucc.ie/en/qpu/rqr-1415/](http://www.ucc.ie/en/qpu/rqr-1415/)).

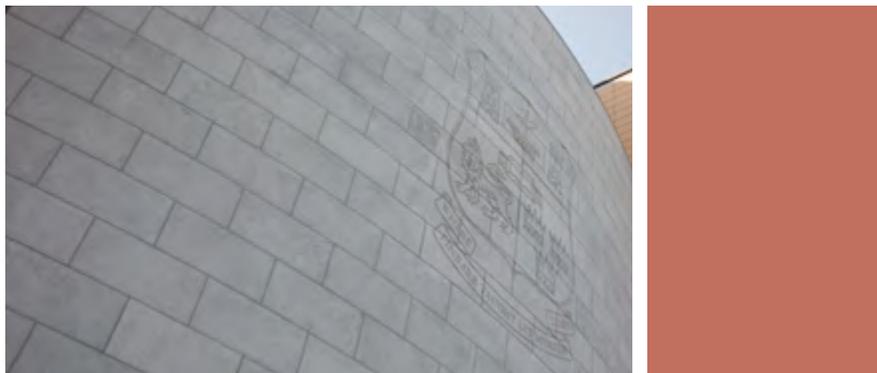
Overall the Unit reports indicated significant improvements in reported research performance, with improved scores (57% of Units assessed at a score of 4 or greater) testifying to higher levels of research attainment since 2009 in a context of increased international competitiveness, on the one hand, and severe resource constraints, on the other. There was also acknowledgement in the Panel Reports of clear evidence of improved leadership, support and management in the area of research, over and above improvements in scoring.

## Research Highlights

A major highlight of 2015/16 was the official opening, in November, of UCC's flagship Research & Innovation Building, Western Gateway, by the European Commissioner for Research, Science & Innovation, Carlos Moedas. During his visit, Commissioner Moedas also participated in a roundtable strategic discussion on the future of European research and innovation (R&I) funding, and was conferred with an Honorary Doctorate by the university in recognition of his contributions to innovation in Europe.

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During the year, Professor Barry O'Sullivan (School of Computer Science and Director of the Insight Centre for Data Analytics at UCC) was named the Science Foundation Ireland (SFI) Researcher of the Year for 2016. Since its inauguration in 2009, Barry is the fourth UCC recipient of SFI's premier annual accolade. Previous UCC winners were Professor Louise Kenny and Professor Geraldine Boylan in 2015, Professor Fergus Shanahan in 2013 and Professor Jean-Pierre Colinge in 2010.

In February, following a rigorous selection process, University College Cork secured the right to host the newly established Health Innovation Hub Ireland. This initiative supports the development of pioneering research and innovation healthcare projects by creating access to cutting-edge research for the Irish health service, and has the potential to transform health outcomes for patients by developing revolutionary solutions to medical problems. The Hub is headquartered in UCC and is partnered by Cork Institute of Technology, NUI Galway and Trinity College Dublin. The initiative is also embedded within 23 hospitals nationally.

## UCC Research Awards 2016

At a ceremony in the Aula Maxima in October, UCC honoured staff for their outstanding contributions to university life including advancing the research mission of the institution. The Research Awards acknowledged excellence in research activity across six categories and were sponsored by Gilead Sciences Ireland, represented at the event by David Cadogan, Vice President Operations. The 2016 winners of the UCC Research Awards were:

**1. Early Stage Researcher of the Year**

Dr Tom Reed (School of Biological, Earth & Environmental Sciences and ERI)

**2. Research Support Person of the Year**

Dr Allen White (College of Arts, Celtic Studies and Social Sciences)

**3. Research Supervisor of the Year**

Dr Yvonne Nolan (Anatomy & Neuroscience)

**4. Research Team of the Year**

Dr Kenneth Burns, representing the Child Care Proceedings in the District Court Research Team (School of Applied Social Studies, School of Law & ISS21)

Dr Peter O'Brien, representing the Tyndall Photonics Packaging Group (Tyndall National Institute)

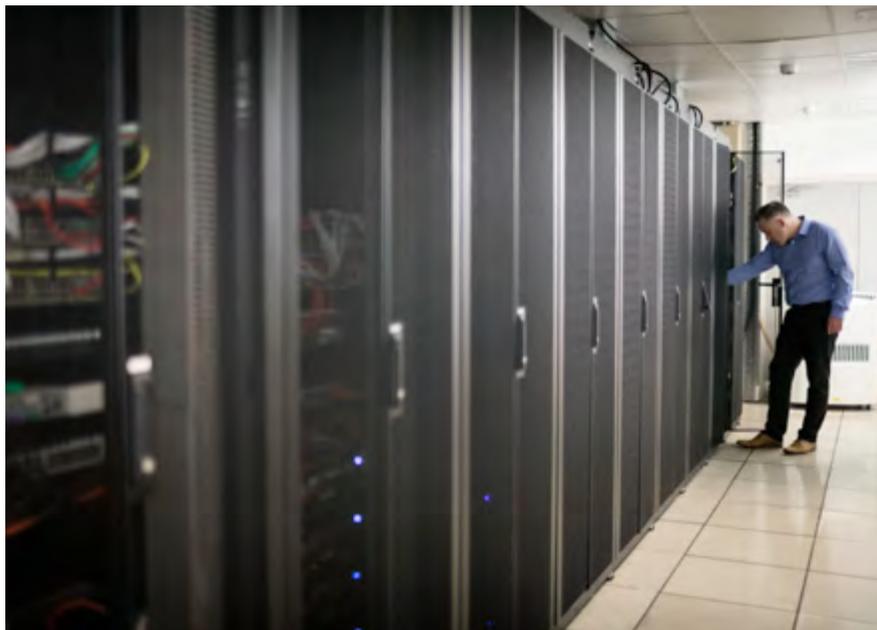
**5. Career Achievement**

Professor Eoin O'Reilly (Tyndall National Institute and Dept. of Physics)

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## Technology Transfer and Innovation Metrics

UCC is committed to working with industry as an important partner and contributor as part of our overall research effort. In 2016, UCC established over 120 new research projects fully or part funded by industry, 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. The overall value of the industry contributions alone from these projects exceeds €20 million.

UCC has a track record of establishing spin-out companies to capture the economic potential of the university's intellectual property and expertise. In the period of the *Research & Innovation Strategic Plan (2013-17)*, 11 companies were established. This brings UCC's start-up portfolio to 20 companies that are actively trading, over half of which are more than three years old. An overview of technology transfer activity over the last 10 years is summarised in Figure 4.

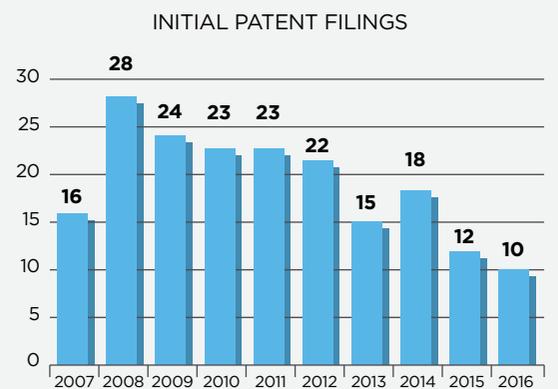
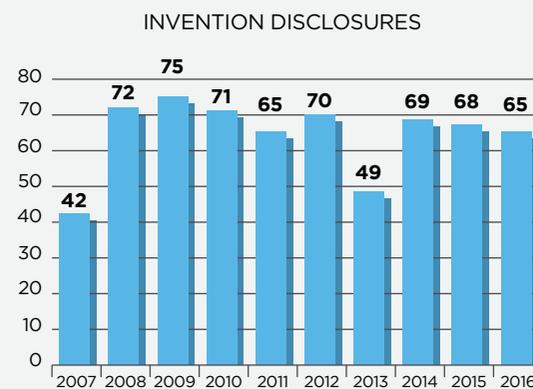
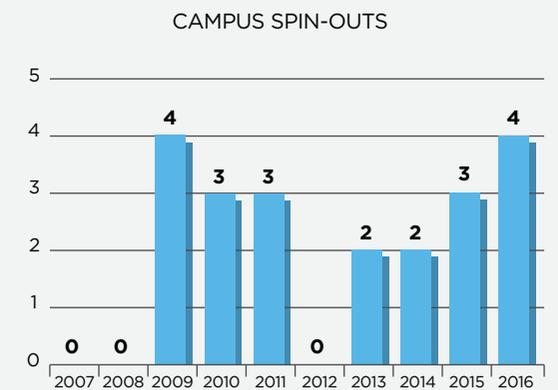
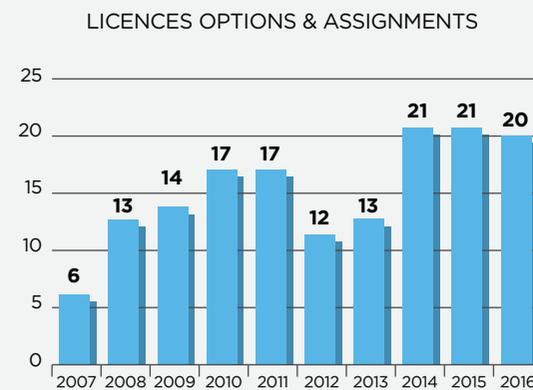
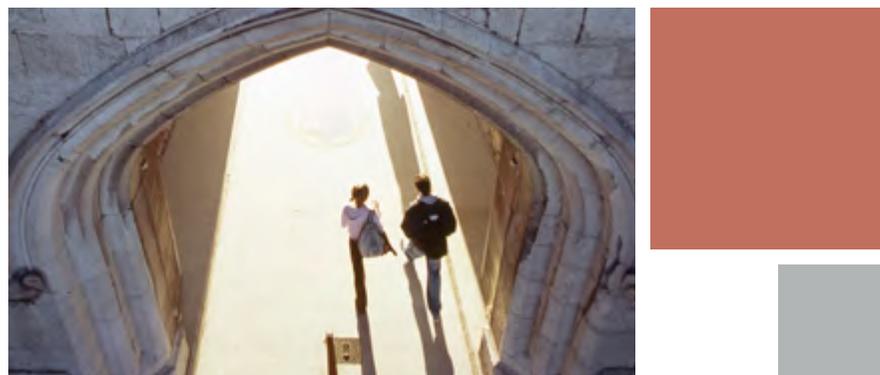


Figure 4: Technology Transfer Activity (2007-16)

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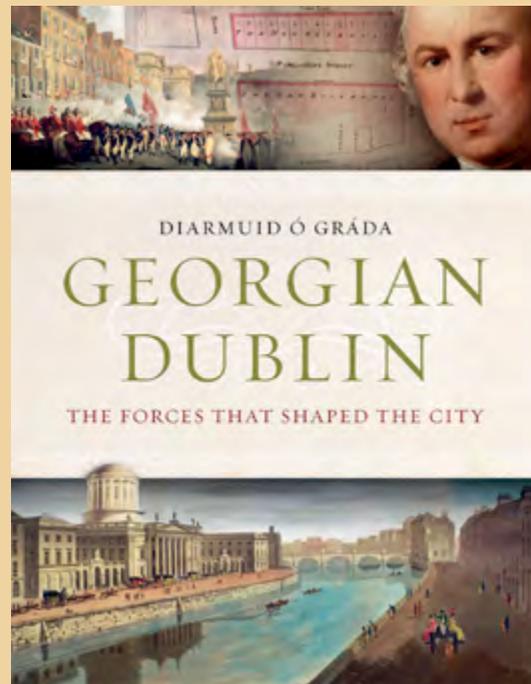
2016 marks the fifth anniversary of the IGNITE Graduate Business Innovation Programme. IGNITE is a nine-month programme that supports recent graduates from any third-level institution in Ireland to turn an innovative product or service idea into a sustainable, scalable business. The programme combines workshops, seminars and guest speakers, the support of mentors and industry contacts with office space, and early seed funding, tailored to the specific needs of each start-up. To date, the programme has supported 50 start-ups involving almost 70 founders. Eleven start-ups have progressed to become clients of Enterprise Ireland and many have successfully raised private investment, among them Anabio Technologies Ltd, Vconnecta Ltd and PunditArena. Total employment across the start-ups now exceeds 100 and continues to grow. The programme is funded by Cork City Council, Cork County Council, the Local Enterprise Offices of Cork City and County, Bank of Ireland and University College Cork.

GATEWAY UCC is UCC's flagship 21 Unit business Incubator and a key element in the infrastructure supporting entrepreneurship in the region. The resource further provides entrepreneurs and knowledge-based start-up companies with a comprehensive business support programme and access to UCC's research expertise. GATEWAY UCC has supported 30 fledgling start-up companies including spin-outs using IP generated in the globally recognised research centres such as INFANT, APC Institute and Tyndall National Institute, e.g. Atlantia Food Clinical Trials, Luxcel Biosciences and Alimentary Health. These companies have gone on to create 180 jobs. The impact of these jobs to the region is estimated at €13 million in wages and €4 million in tax revenue per annum to the economy. GATEWAY UCC also provides hot desk spaces for entrepreneurs and emerging start-ups at the pre-start-up stage, giving a stimulating environment to nurture and explore the feasibility of their business opportunity, and is fast becoming a hub of knowledge transfer activities in the areas of ICT, Medtech, Food, Pharma, Bio, Wearable Technologies and Renewable Energy.

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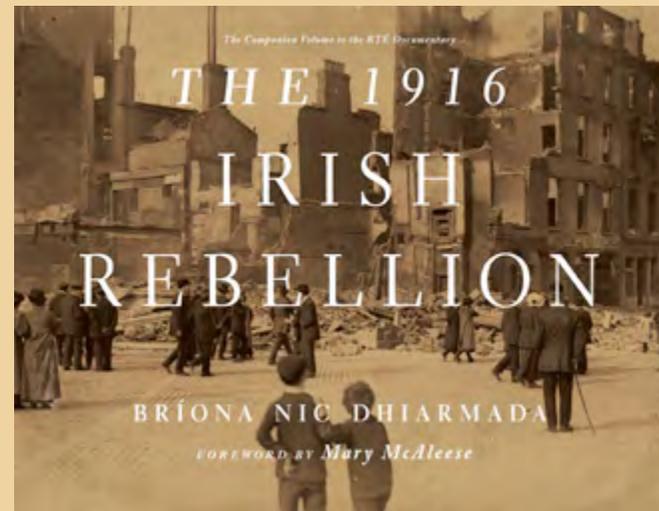
# Cork University Press

The top three publications at Cork University Press for 2015-16 were:



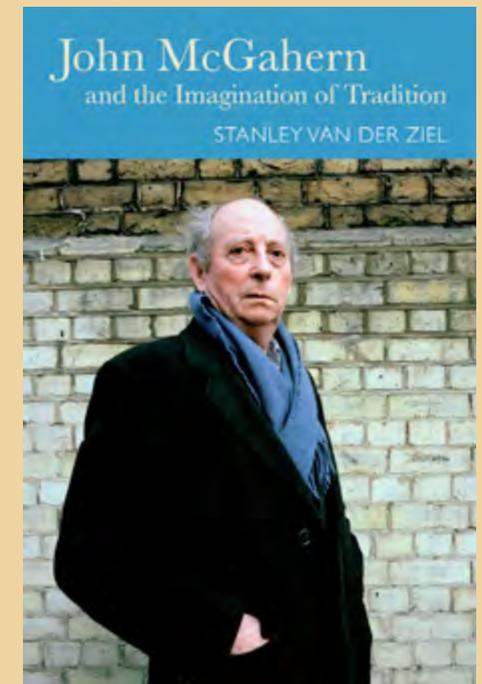
Georgian Dublin: The Forces that Shaped the City by Diarmuid Ó Gráda

It is the Georgian heritage that most strongly defines Ireland's capital city. However, Diarmuid Ó Gráda now shows us a Dublin quite unlike that depicted in the conventional histories of grand red-brick squares and elegant drawing rooms.



The 1916 Irish Rebellion by Bríona Nic Dhiarmada

The companion book to a three-part documentary series that was broadcast worldwide in 2016, *The 1916 Irish Rebellion* includes a historical narrative; a lavish spread of contemporary images and photographs; and a rich selection of sidebar quotations from contemporary documents, prisoners' statements, and other eyewitness accounts to capture the experiences of nationalists and unionists, Irish rebels and British soldiers, and Irish Americans during the turbulent events of Easter Week, 1916.



John McGahern and the Imagination of Tradition by Stanley van der Ziel

Drawing on archival material as well as on original close readings of his fiction, Stanley van der Ziel examines how McGahern's reading of classic books and authors determined the concerns of his novels and stories, by placing some key elements of McGahern's aesthetic in their appropriate literary contexts.

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# Capital Development

The university's capital programme progressed during 2015/16 with significant progress on a number of active projects. UCC applied to the European Investment Bank (EIB) and received approval on the 25th of November 2016 for a loan facility to support a €240 million major capital development programme.

## Western Gateway Building

The final phase and fit-out of upper floors of the overall €110 million Western Gateway Building was under construction during 2015/16. This commenced on site in late 2014 and was completed in September 2016. The building was opened by EU Commissioner Carlos Moedas in October 2016. The final phase of the project included Biosciences research laboratories and associated facilities funded through PRTL15. Additional office accommodation on the fourth floor and a new cafe was also incorporated in the project. The Western Gateway Building is UCC's largest academic building with a range of significant state-of-the-art teaching and research facilities.



## Watson Building

Construction progressed this year which included 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 was completed in September 2015 and was opened by Dr James Watson in June 2016.



## Student Hub

UCC has ambitious plans to develop and extend the vacated Windle Building for a new Student Hub project. The project will bring together dispersed student services, providing an integrated facility to support the students' journey through UCC and beyond. It will also incorporate new innovative learning spaces, student societies, a student welcome zone, etc. A design team led by Architects O'Donnell + Tuomey commenced design works in early 2015 and the planning application was submitted on the 21st of December 2015. Planning approval was received on the 25th of June 2016. The enabling works contract was undertaken during summer 2016 and it is expected that construction will commence in early 2017.

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## Cork Science and Innovation Park

UCC plays 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 institutional players. UCC has prepared a Precinct Master Plan, and a design team for the initial incubation and innovation building has been appointed. The design of the first building is nearing completion; planning was submitted on the 27th of November 2015 and approval was received on the 4th of March 2016. The project offers significant job creation and economic development for the region. It is planned to proceed to detailed design of the first building in 2017.



## UCC Sports

The university also plans to develop a new Centre of Excellence for Sport at the lands recently acquired at Curraheen. The project will incorporate new all-weather and grass pitches and a modern pavilion and include changing rooms, team rooms, catering, etc. A feasibility study is underway with a final report near completion. This project will allow UCC to vacate existing sport facilities to enable the phased development of the Cork Science and Innovation Park.



## Student Accommodation

The development of purpose-built student accommodation close to the campus is an objective for the university. It is essential that an adequate supply of accommodation is available to support the needs of undergraduates and the growing international cohort of students. We continue to seek appropriate development/acquisition opportunities. UCC reached agreement on the acquisition of 418 beds at Victoria Mills this year and a number of other opportunities are being explored. We acquired the Crow's Nest site this year and have appointed a design team to progress the design of the project. UCC welcomes international student accommodation providers who have plans to develop accommodation in the vicinity of the university.

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## Other Projects

Plans are at a preliminary stage for a new dental school at Curraheen and a clinical medical school facility on the Cork University Hospital (CUH) campus. We acquired No. 1 Lapps Quay/15 Parnell Place and plan to create a new centre for executive business education in this landmark city-centre building. UCC has ambitious plans for a major Business School development and a development to support the College of Arts, Celtic Studies and Social Sciences.

UCC is working in conjunction with the HSE on a number of health-related projects, e.g. Paediatrics at CUH, and on other clinical training sites to improve student facilities.

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 proceed in 2017. UCC is working with Cork City Council on the refurbishment of 5 Grenville Place where George Boole lived while Professor of Mathematics at Queen's College Cork.

A long-term annual programme to address the issue of backlog maintenance of the older buildings in the university estate is included in the EIB programme. We were also successful in achieving support for a number of energy improvement projects through the SEAI's Better Energy Workplaces scheme. The university remains on target to achieve our Public Sector 2020 Energy Reduction of 33%. Replacement of the district heating system under an Energy Performance Contract (EPC) is proposed and the tender process has commenced.

Flood mitigation works in response to the Lee Catchment Flood Risk Assessment and Management 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.

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# Finance

## Overview

The decline in exchequer funding support for the sector stabilised somewhat in 2015/16. Core funding remained at similar levels to the previous year, with the standard resource increasing by €20 per student. Since 2008, the core grant has now fallen by €46 million / 55%.

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. These activities help compensate for the continued lack of investment by the exchequer in the students attending the university, and we continue to focus on growing these sources of income.

However, while successful in these activities and ongoing commercial activity, the accumulated scale of the reduction in exchequer funding continues to adversely impact international rankings assessment.

## 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 previously approved PRTL15 research funding and the university's own resources were developed during 2016. These include developments in student accommodation as well as acquisition of the Irish Management Institute to facilitate the development of Executive Education in UCC.

During the year, the university has finalised a borrowing facility with the EIB to support the growing needs of UCC over the next five years.

## Research

Continuing the trend of recent years, research income increased by just over €6 million to outturn at €96 million in 2016. Research income now represents almost 30% 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.

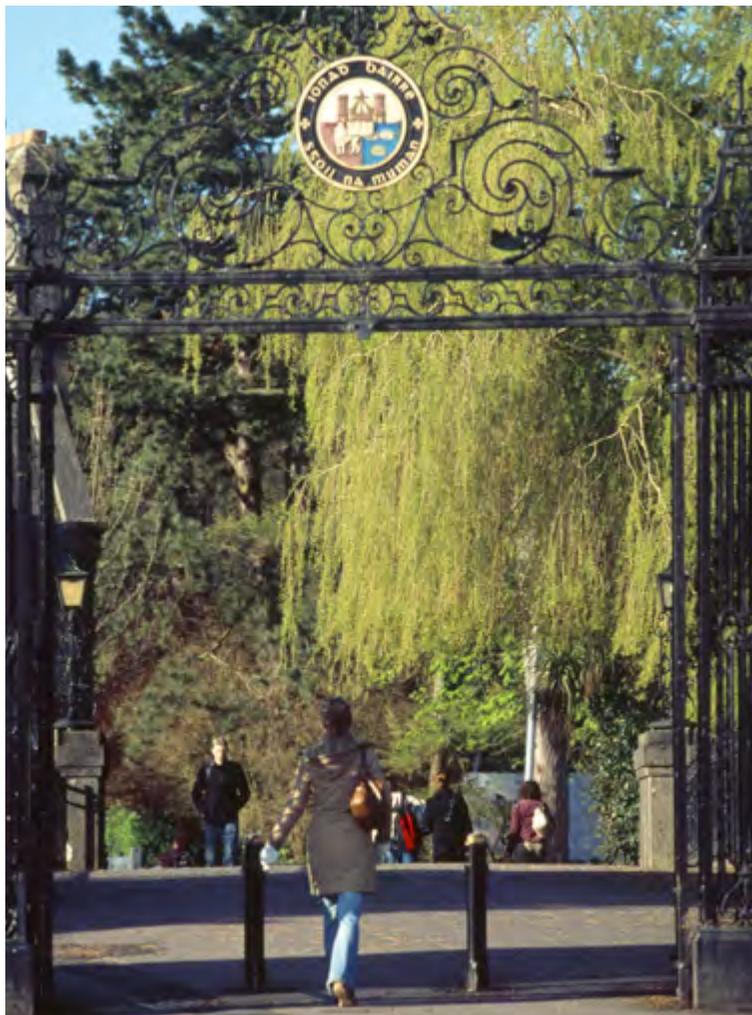
## The Future

Given the eight years of reductions to exchequer funding for higher education, 2017 will be yet another financially challenging year. Minimal exchequer funding has been set aside for real infrastructural and ICT needs of the campus – putting further pressure on operational funding.

No real improvement in national finances at least from a higher education funding perspective is anticipated while we await the conclusions of the Oireachtas committee considering the report of the Expert Group on HE funding, due in mid-2017.

Despite national funding pressures, it is vital, if our university system is to remain internationally competitive and a driver of regional and national development, 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.

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# Members of Governing Body 2015-19

## Chief Officer

Dr Michael Murphy, President

## Chairperson

Dr Catherine Day

## Senior Officers

Professor Caroline Fennell,  
Senior Vice President  
Academic & Registrar

## Professors/Associate Professors

Professor Frédéric Adam  
Professor John Cryan  
Professor Mary Horgan  
Professor Paul McSweeney  
Professor Nora O'Brien

## Academic Staff

Dr Louise Crowley  
Michael Delargey  
Dr Angela Flynn  
Dr Piaras MacÉinrí  
Dr Marian McCarthy

## Professional Staff

Sinead Hackett  
Gary Hurley  
JP Quinn

## Students

Aidan Coffey, President,  
Students' Union  
Joe Kennedy, Education Officer,  
Students' Union

## Postgraduate Student

Eileen O'Donovan, Postgraduate Officer,  
Students' Union

## Nominees of External Organisations

Dermot Breen (IBEC)  
Gillian Keating (Cork Chamber of Commerce)  
Maureen Kennelly (Poetry Ireland)  
Ted Owens (Cork Education & Training Board)

## Nominees of the Minister for Education and Skills

Alan Crosbie  
Professor Adrian Dixon  
Dr Beatrice Doran  
Professor Suzanne Quin

## Graduates

Owen Dineen  
Dr Rosarii Griffin  
Dr Valerie Mannix

## Lord Mayor of Cork

ClIr Chris O'Leary

## Mayor of the Metropolitan District of Waterford

ClIr Eamon Quinlan

## Nominees of the National University of Ireland

Nuala O'Connor  
Dermot O'Mahoney

## Nominees of the Councils of the Administrative Counties of:

Cork: ClIr Bernard Moynihan  
Waterford: ClIr John Cummins  
(Mayor of the City & County)  
Kerry: ClIr Jim Finucane  
Limerick: ClIr Eddie Ryan  
Joint County Councils of Tipperary:  
ClIr Michael Fitzgerald