



# A TRADITION OF INDEPENDENT THINKING

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# UCC

University College Cork, Ireland  
Coláiste na hOllscoile Corcaigh

## PRESIDENT'S REPORT 2017/2018

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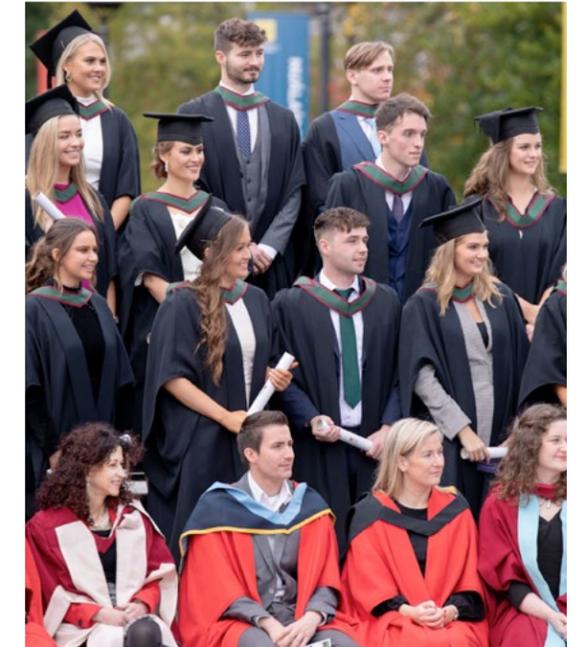
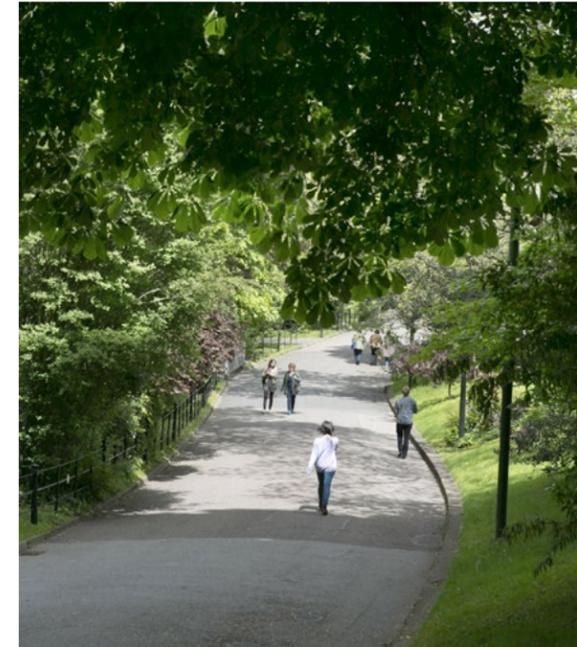
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## President's Foreword



Early in the 2017/2018 academic year, the most detailed strategic plan in our history was launched. The ambition of the *Strategic Plan 2017-2022* includes an investment of €350 million and outlines development goals for UCC including major capital projects and significant targets in the areas of philanthropy and student recruitment, national and international.

We were honoured this year to host the National Great Famine Commemoration, a state occasion of immense significance. The ceremony, which was open to the general public, took place on the Quad in late spring and was attended by President Michael D. Higgins and An Tánaiste, and Minister for Foreign Affairs, Simon Coveney TD.

2017/2018 saw UCC's infrastructure portfolio continue to expand with the installation of Cork's newest bridge across the River Lee. The Cavanagh Bridge forms part of the UCC campus masterplan, acting

as a crucial link between the campus core and the Western Road. The 27-metre pedestrian bridge was designed by the award-winning architectural practice O'Donnell + Tuomey.

The multiple-award-winning publication of the *Atlas of the Irish Revolution* by Cork University Press was a remarkable achievement, edited by John Crowley, Donal Ó Drisceoil, Mike Murphy and John Borgonovo, taking five years to come to fruition. This monumental work is an accessible book which appeals to both scholars and a wider public well beyond the confines of academia.

The Equality, Diversity and Inclusion Unit was launched in conjunction with Equality Week in March and saw UCC become one of the first universities in Ireland to raise the transgender flag.

Mid-summer, I welcomed Prince Charles, Prince of Wales, to our campus, during which he viewed a statue of his great-great-grandmother, Queen Victoria, a selection of the Ogham stones in our Stone Corridor and the Great Book of Ireland, before visiting An Bothán, a replica of the traditional Famine mud hut, constructed earlier in the year as part of the National Great Famine Commemoration. I also introduced Prince Charles to representatives of our university community, including Quercus scholars, leaders in research and innovation, and joined him to listen to the performance of our specially commissioned harp piece, *Planxty Prince Charles*.

UCC's partnership with the Cork Opera House was launched, underlining the Strategic Goal for UCC to be community-oriented and setting the stage for a new,

exciting collaboration in Irish theatre. This partnership establishes the Opera House as a Learning Theatre and greatly enriches the student experience in UCC.

During the academic year, I commissioned *The Economic and Societal Impact of University College Cork* report, which highlights our academic excellence in both learning and teaching and showcases the significant economic contribution to Ireland that we make here daily. From its analysis, a myriad of illuminating facts were determined, among them: a return of €5.7 made on every €1 invested in UCC by the state; UCC students generate €187.5 million in the local economy in expenditure; 95% employment rates for UCC graduates; 23% of UCC students are from typically underrepresented groups; and UCC's international students support total expenditures in the Cork region of €52.5 million per annum.

The summary of facts and figures relayed above demonstrates the manner in which UCC prepares world-ready and work-ready graduates. The inherent attractiveness of Cork city and county as a place in which to live, work and to do business is enhanced on a continuous basis by the actions and achievements of us all here at UCC.

**Professor Patrick G. O'Shea**  
President UCC

# UCC at a Glance

## RANKINGS 2017/2018

<b>QS World Ranking</b>	<b>338</b>
<b>Times Higher Education</b>	<b>301-350</b>
<b>Leiden Ranking</b>	<b>467</b>
<b>Sunday Times Irish University Ranking</b>	<b>2</b>
<b>UI Green Metric</b>	<b>2</b>



## REGISTRATIONS

2017-18		FT	PT	DL	Online	Total
UG	UG Cert/Dip	66	38	0	0	104
UG	UG Degree	13,538	78	0	0	13,616
UG	UG Master's Qualifier	0	0	0	0	0
UG	UG Occasionals	0	25	0	0	25
<b>UG</b>	<b>Total</b>	<b>13,604</b>	<b>141</b>	<b>0</b>	<b>0</b>	<b>13,745</b>
PG	PG H/PGCert/Dip	265	264	0	0	529
PG	PG Master's Research	132	42	0	0	174
PG	PG Master's Taught	1,531	815	135	0	2,481
PG	PG Occasional	0	0	0	0	0
PG	PG PhD	907	210	0	0	1,117
PG	PG Prac Docs	46	14	0	0	60
<b>PG</b>	<b>Total</b>	<b>2,881</b>	<b>1,345</b>	<b>135</b>	<b>0</b>	<b>4,361</b>
*ACE	ACE - Level 6 & 7	0	937	17	52	1,006
*ACE	ACE - Level 8 & 9	0	626	0	0	626
*ACE	ACE - Occasional	0	125	13	0	138
*ACE	ACE - Short Courses	0	931	0	0	931
<b>*ACE</b>	<b>Total</b>	<b>0</b>	<b>2,619</b>	<b>30</b>	<b>52</b>	<b>2,701</b>
Visiting	Visiting	1,425	0	0	0	1,425
PG	PG Visiting	27	0	0	0	27
<b>Visiting</b>	<b>Total</b>	<b>1,452</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,452</b>
<b>TOTAL</b>		<b>17,937</b>	<b>4,105</b>	<b>165</b>	<b>52</b>	<b>22,259</b>

Total Research **1,351**  
International Students (by Nationality) **4,457**

## GRADUATIONS

	CACSSS	CBL	CSEFS	CMH	CACE	IMI	Total
Degree	1,139	683	810	579			<b>3,211</b>
Certificates and Diplomas	7	34	9	55			<b>105</b>
ACE Certificates and Diplomas	43	13	13	16	627		<b>712</b>
ACE Degrees					26		<b>26</b>
<b>Total</b>	<b>1,189</b>	<b>730</b>	<b>832</b>	<b>650</b>	<b>653</b>		<b>4,054</b>
Doctorates	30	13	93	39			<b>175</b>
Master's - Research and Taught	549	448	289	180			<b>1,466</b>
Certificates, Diplomas and Higher Diplomas	233	36	38	133			<b>440</b>
ACE Master's					48		<b>48</b>
ACE Diplomas and Higher Diplomas	9	36		56	155		<b>256</b>
IMI Master's						127	<b>127</b>
IMI Certificates and Diplomas						508	<b>508</b>
<b>Total</b>	<b>821</b>	<b>533</b>	<b>420</b>	<b>408</b>	<b>203</b>	<b>635</b>	<b>3,020</b>
<b>TOTAL</b>	<b>2,010</b>	<b>1,263</b>	<b>1,252</b>	<b>1,058</b>	<b>856</b>	<b>635</b>	<b>7,074</b>

# Vision, Mission and Values

All the activities of UCC are governed by our mission statement. The mission statement encapsulates and reflects the university's core values.

## OUR VISION

To be a leading university of independent thinkers.

## OUR MISSION

Creating, understanding and sharing knowledge and applying it for the good of all.

## OUR VALUES

Our core values guide and underpin our actions and our processes:

- Creativity
- Transparency
- Freedom of expression
- Equality
- Respect
- Responsiveness
- Scholarship
- Integrity
- Diversity



## Strategic Goals

**Goal One:** Implement an academic strategy to deliver an outstanding, student-centred learning and teaching experience with a renewed, responsive and research-led curriculum at its core.

**Goal Two:** Be a leading university for research, innovation, entrepreneurship, commercialisation and societal impact.

**Goal Three:** Create value for our community through an international outlook and informed and creative engagement on local and global issues.

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

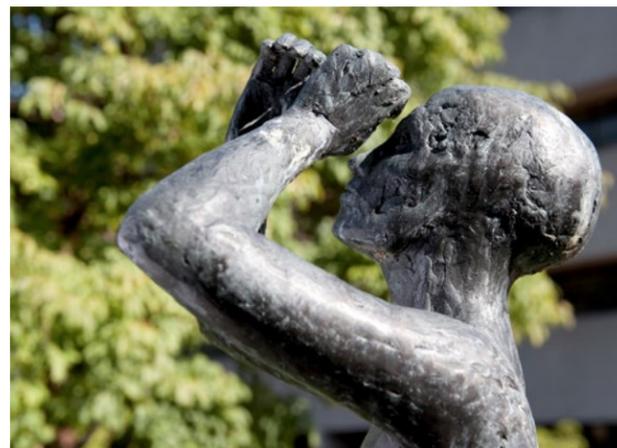
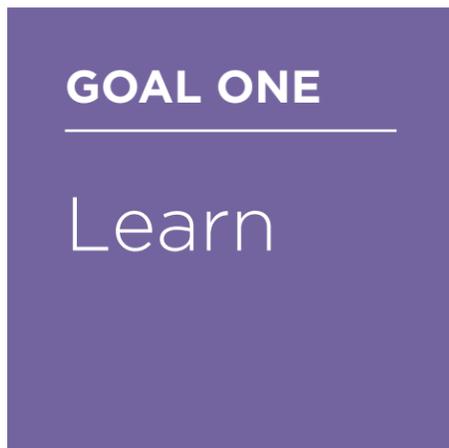
**Goal Five:** Strengthen our infrastructure and resource base.



## GOAL ONE

# Learn

Implement an academic strategy to deliver an outstanding, student-centred learning and teaching experience with a renewed, responsive and research-led curriculum at its core.



## Deputy President and Registrar

Professor John O'Halloran was appointed Deputy President and Registrar in February 2018.

### Academic Strategy 2018–2022

The planning process for the development of the *Academic Strategy (2018–2022)* commenced in October 2016, when an extensive consultation, research and benchmarking process was launched. The planning period included active strategic dialogue with UCC students and staff, the Higher Education Authority and other stakeholders. It was informed by analysis of national higher education policy and objectives, European and international educational developments, benchmarking exercises and data analytics. Relevant institutional, regional and national data pertaining to demographics, societal and economic indicators, geopolitical factors and student engagement formed part of the evidence base.

The *Academic Strategy* is effectively aligned with, and supports, the synergistic delivery of UCC's *Strategic Plan, 2017–2022*, *Strategy for Research and Innovation, 2017–2022*, *Strategy for Learning and Teaching, 2017–2022* and *Civic Engagement Plan, 2017–2022*.



## Academic Secretariat

### 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 Admissions Highlights 2017

UCC enjoyed an 11% rise in CAO demand for UCC programmes since 2013. In the same five-year period, the total number of applications to CAO increased by 6%. The intake of first-year EU undergraduates to UCC grew in line with increased demand, with UCC maintaining 15% of the university first preference share in 2017.

UCC continues to attract high-achieving, talented students, evidenced in:

- 19% of the 633 CAO applicants who received 600 points or more in 2017 were registered for UCC programmes.
- 19% of the 157 CAO applicants nationally who achieved the maximum of 625 points were registered for UCC programmes.
- 11 of the 17 Quercus Talented Student Scholarships will be awarded to new entrants.
- Five 2017 entrants were former BT Young Scientist category winners.

## GOAL ONE

### Learn



#### Undergraduate Student Recruitment

Undergraduate (EU) recruitment is a university-wide effort. During 2017/2018 this activity was coordinated by the Admissions Office. Continued collaboration with our colleagues across the four colleges was crucial to maintaining UCC's success in attracting high-achieving students. Recruitment activities in this period 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 various digital marketing campaigns at key times through the year. The undergraduate prospectus was widely distributed, 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 a core function of the Admissions Office. The 2017 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 2017. The Admissions Office worked in close collaboration with the Skills Centre in its first year in operation to ensure that all first-year officers had the opportunity for the supports they needed. In addition, approximately 450 one-to-one meetings were facilitated by the First Year Experience Coordinator. A first-year retention rate of 93% was reported for 2017/2018, which compares very favourably with the most recently reported national average retention rate of new entrants to universities of 89% (HEA 2016).

#### UCC-CIT Collaboration

UCC and CIT continued to be national leaders in collaborative working, adding a new undergraduate programme in industrial physics to the portfolio of joint programmes, bringing the total number of collaborative programmes to five. The conferring of the first CIT-UCC joint PhD student took place in February 2018. The CIT-UCC Joint Board undertook an open planning day to discuss and develop new forms of enhanced partnership.

#### University Student Survey Board

Following the 2017 review of student survey activity at UCC, a first step towards implementation of key recommendations was the establishment of a University Student Survey Board in July 2018 to place student perceptions of their educational experience at the heart of decision making at UCC. The University Student Survey Board serves as the university-wide body for developing policy and practice on student surveying and feedback activity and for developing and co-ordinating UCC's student survey strategy across all organisational levels. It also enables an enhancement-led approach to quality, and student engagement, and ensures that UCC continues to be compliant with the recommendations of the National Strategy for Higher Education to 2030, *"Higher education institutions should put in place systems to capture feedback from students, and use this feedback to inform institutional and programme management, as well as national policy. for every higher education institution to put in place a comprehensive anonymous student feedback system."*

## GOAL ONE

### Learn



## Graduate Studies

### Professional Development

A Postgraduate Research Supervision Digital Badge was launched. The badge accredits participants in supervisor training workshops and is supported by the National Forum for the Enhancement of Teaching and Learning in Higher Education.

A revamped research integrity module for research students: PG6015 *An Introduction to Research Integrity, Ethics and Open Science* was launched.

A review of the portfolio of Training/Skills Modules available to PhD students was commenced. As part of the review a workshop with PhD students was held to improve service around the delivery of training modules.

### Policy Developments

The introduction of independent chairs for all viva voce examinations was approved.

A new Examination Appeals Process for Postgraduate Research Degrees was introduced.

A revised Policy on Resolution of Difficulties for Postgraduate Research Students was approved.

### Graduate Studies Online

A large Search Engine Optimisation project to upgrade the Graduate Studies site and entire postgraduate prospectus, online courses and CPD landing pages was initiated. This resulted in UCC pages appearing higher in a Google search return. A large-scale revamp of the website for current UCC research students was completed.

## Academic Systems Administration

Three significant projects led the digital transformation of Academic Services at UCC.

1. In 2017/18 UCC commenced an EIB-funded Digital Transformation project which represents the university's largest ever investment in ICT. This investment will significantly strengthen the university's resource base and enable the goals of the Academic Strategy.
2. As part of this programme of work, UCC re-designed the student service delivery model and subsequently introduced a new student enquiry triage model. In order to enable this change, a CRM system was successfully rolled out and adopted across all student services and a range of new online services were made available to students.
3. The university also initiated a procurement process for new Student Administration Systems. Working with leading suppliers and over 140 stakeholders from academia and professional services, the university undertook a detailed review of stakeholder requirements and systems capabilities.

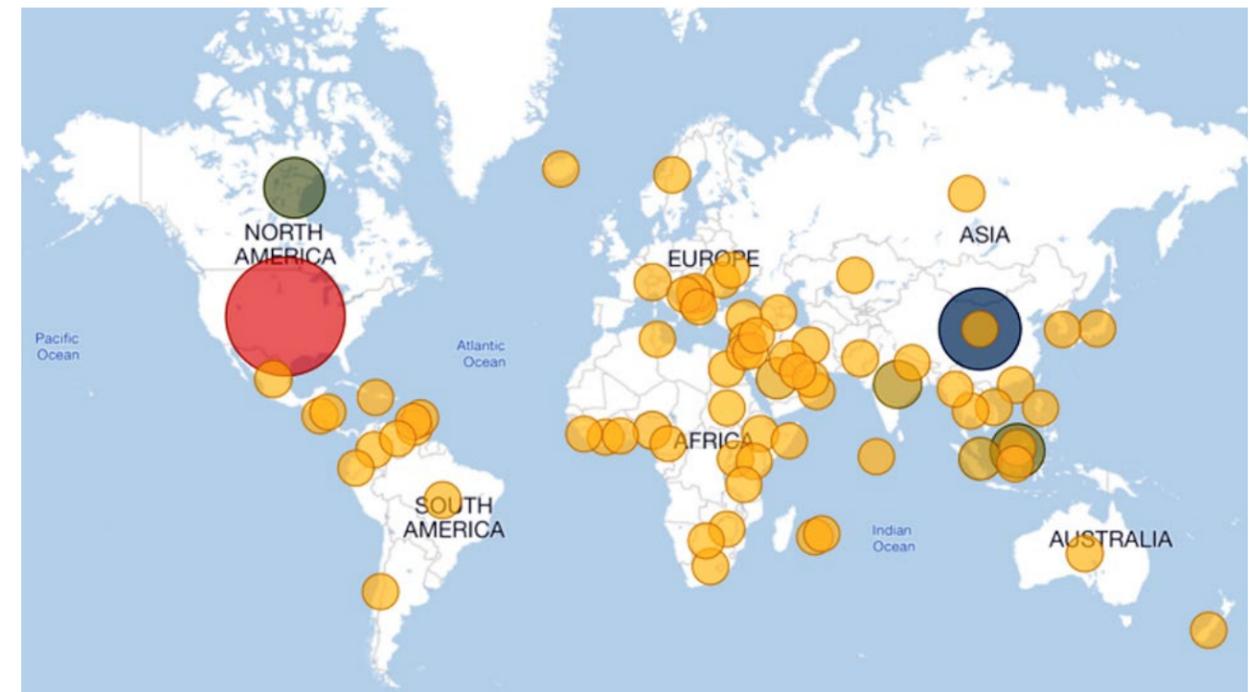
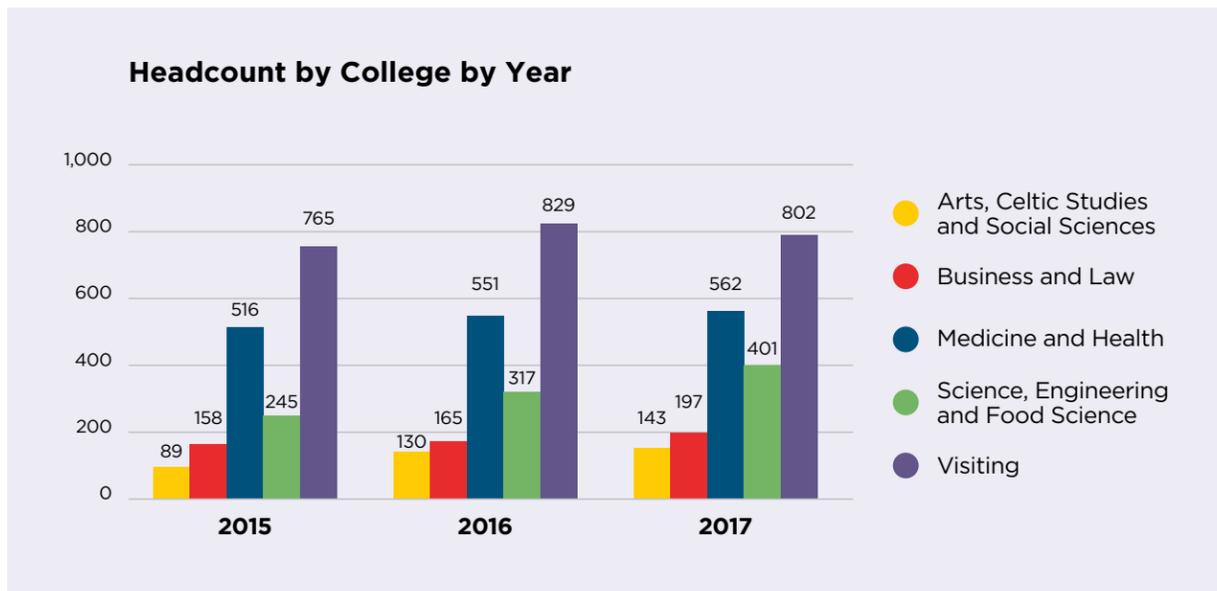
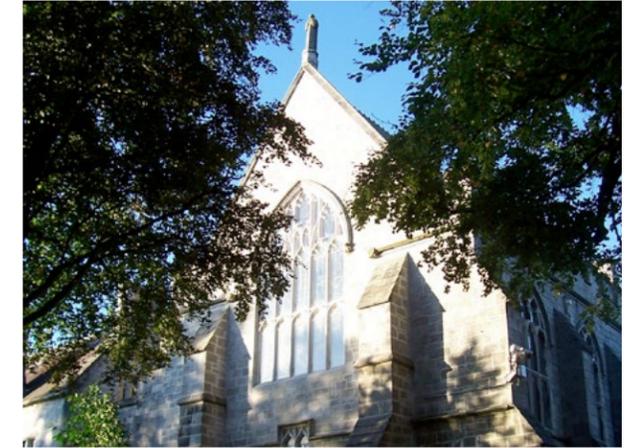
## International Office

The International Office continues to lead UCC's efforts to expand its global brand, to grow the international student body, and to enhance opportunities for students and staff to engage with international partners, projects, and programmes.

Total International headcount (by Domicile), as reported in MGT02, stands at 15% of the student body.

# GOAL ONE

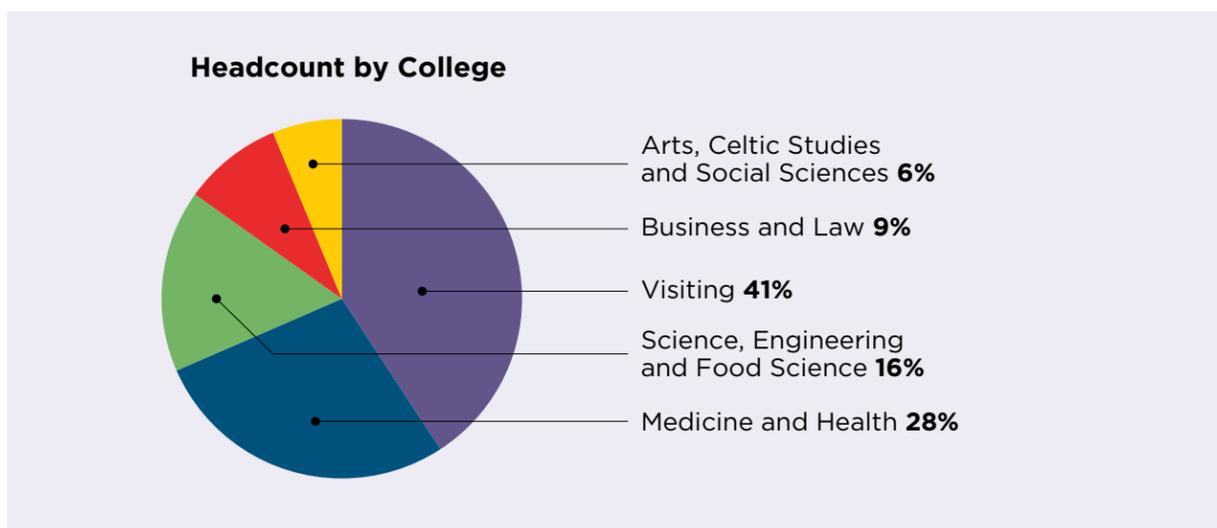
## Learn



Source of Enrolled International Students (by Domicile) for AY2017/18

Erasmus programmes with Europe continue to play a role in diversifying the student body and providing outbound opportunities for UCC students.

Headcount History of International Students (by Domicile; Data Hub)



History of Mobilities under Erasmus

	2014/2015	2015/2016	2016/2017	2017/2018
<b>Outgoing ERASMUS Study</b>	194	191	235	290
<b>Outgoing ERASMUS Work Placement</b>	81	82	84	77
<b>Incoming ERASMUS</b>	548	599	650	649

Distribution of International Students by College (Data Hub)

**GOAL ONE****Learn**

With input from the relevant Regional Working Groups, UCC International has engaged with five primary geographies – North America, Latin America, ASEAN, China, and South Asia – to enhance brand awareness, academic engagement, and recruiting. This includes developing and advancing partnerships with leading universities abroad; coordinating with Enterprise Ireland 'Education in Ireland' on national brand development; maintaining foreign offices in India, China, USA and recruiting agencies globally; accessing foreign government scholarships schemes in many nations; participating in promotional and recruiting exercises physically and digitally; and encouraging outbound mobility and collaborative research.

To illustrate the breadth of these activities, a few examples are indicative:

- UCC joined the President of Ireland's first state visits to Peru, Colombia and Cuba in February 2017. President Emeritus, Prof. Michael Murphy and Cliona Maher represented UCC as the only Irish education institution invited to participate to enrich the agenda and also to highlight UCC's deep engagement in Latin America. MoUs were signed with 6 of the top HEIs in the 3 countries (Cuba, Peru, Colombia) and with government funding agencies in Peru and Colombia. Ireland and the European Union have recently committed funding to initiatives in these 3 priority countries.
- Under the leadership of the International Office, UCC participated in the International Student Barometer survey, alongside all 6 other Irish universities and a total of 182 universities worldwide. Nearly 900 UCC international students completed the survey, and overall 88.5% of respondents indicated that they would encourage or actively encourage others to apply to UCC. An impressive 94% of UCC respondents reported being either satisfied or very satisfied with their experience.
- UCC renewed and expanded the MoU with National University Singapore (NUS). Mobility continues to be active and expanding; 10 UCC students will participate in the NUS Biodiversity Summer programme. Planning for a Joint Programme in Nutrition continues for finalisation in Summer 2017.

- UCC has agreed to participate in the EU-funded SHARE mobility programme with ASEAN universities. This high-profile programme provides external funding for one-semester mobility for high-performing students from the ASEAN Universities Network. As the only Irish institution in the programme, and alongside top EU universities (including Cambridge, Uppsala, Groningen, and Ghent), UCC will host up to 10 students per year.
- UCC hosted the collaborative summer programme "Intro2Bio" in the School of Biochemistry in partnership with the University of California, Davis. This programme is expected to expand, and to serve as a model for future joint-summer programmes.

## Equality, Diversity and Inclusion

Director Dr Karl Kitching has been appointed as the Director of the newly established unit for Equality, Diversity and Inclusion (EDI). Equality, diversity and inclusion are core values, critical to the university's mission as an educational institution. Based in the office of the Deputy President and Registrar, under the directorship of Dr Kitching, UCC's new EDI Unit will help promote these values in practical, tangible ways that enrich the university community and support its work.

UCC's Equality Diversity and Inclusion unit was officially launched during UCC Equality Week in March 2018. A President's Athena SWAN Symposium was also held as part of Equality Week, to discuss the challenges and opportunities presented to HEIs about gender equality. Another highlight event of this week was the flying of the Transgender Pride Flag, loaned from Transgender Equality Network Ireland. UCC was the first university in Ireland to officially fly this flag, indicating our commitment to finalising our Gender Identity and Expression Policy before the 2018/2019 academic year.

**GOAL ONE**  
**Learn**



**Student Life and Experience**

Paul Moriarty was appointed acting Head of Student Experience in July 2017. Paul is formerly Head of Student Counselling and Development.

Contributing to Outreach and Transition into University

**Disability Support Service (DSS)**

The Disability Support Service works to increase the number of students with disabilities progressing to university. The service is committed to empowering students with disabilities to achieve their academic and vocational goals. The UCC model of support enhances the potential of all students registered with the service. Students are encouraged to become independent learners, engage in college life, achieve academic success and make a successful transition to employment.

DSS staff also work with colleagues across campus to promote principles of universal design for all in UCC.

**Assistive Technology (AT) Outreach Programme**

The AT Outreach Programme delivered a week-long summer course for teachers in partnership with the Cork Education Support Centre. The programme introduced the principles of universal design for learning (UDL) to educators and gave opportunities to create learning plans, incorporating and supporting AT use, that include all learners regardless of disability.

**Disability Access Route to Education (DARE) Scheme**

The DSS held four DARE information sessions in the first semester of 2017/2018. These sessions were used to disseminate information to students, parents and teachers on the DARE scheme.

DARE Intake	2013	2014	2015	2016	2017
	114	180	197	200	217

**Post-entry Supports**

The number of students registering with the DSS and availing of post-entry supports is growing year on year.

2013	2014	2015	2016	2017
1,016	1,102	1,223	1,330	1,430

**DSS Mentoring Programme**

The DSS Mentoring Programme partnered with two companies on board: Boston Scientific and Dell EMC. Thirteen students engaged in the programme.

**DSS Summer Internship Programme**

During the summer of 2018 fourteen DSS students were employed by Eli Lilly, HedgeServ, Janssen, DePuy, and Apple.

## GOAL ONE

### Learn



### Mature Student Office (MSO)

The MSO builds partnerships with the UCC community, other educational institutions, community organisations, and national agencies to contribute to the economic, social and cultural development of all non-traditional and traditional mature students.

In 2017/2018 293 full-time undergraduate mature students enrolled in UCC, bringing the overall total of mature students registered to 1,001. Transition initiatives in 2017/2018 included:

- JumpStart Programme: 107 mature students attended academic workshops and tours of campus from July to August.
- Transition to UCC (T2UCC): 318 mature and QQI (further education) students registered for workshops and tours.
- Screening for Dyslexia (in conjunction with DSS) IT Workshops: these took place throughout September.

The HEA set a target of 16% for full-time mature students in higher education. This is a challenging target as applications to CAO dropped by 12% nationally and UCC experienced a drop of 3% in mature student applications.

### UCC PLUS+ Programme

#### Outreach

The UCC PLUS+ Schools Programme works in partnership with over 40 primary and second-level schools in the Cork, Kerry and Waterford region. In 2017/2018 over 5,000 students and 500 parents participated in outreach activities which were delivered both in schools and on campus. Over 200 UCC student ambassadors and volunteers and 80 teachers engaged these outreach activities.

#### Admissions – Higher Education Access Route (HEAR)

The intake in 2017/2018 of 245 students from socio-economically disadvantaged backgrounds, under the HEAR scheme, represents over 6% of the overall UCC student intake.

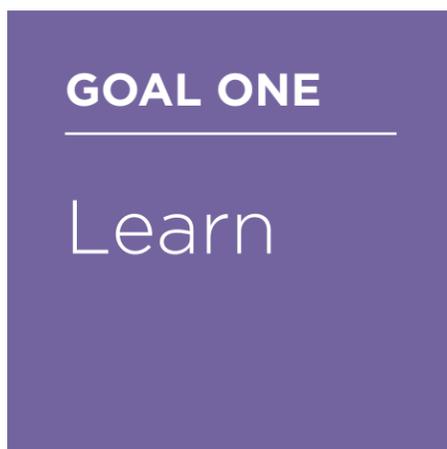
#### Post-Entry Support and Retention

834 students received post-entry supports from UCC PLUS+ in 2017/2018. UCC PLUS+ recognises that students from socio-economically disadvantaged backgrounds need target support while undertaking their studies; accordingly, UCC has designed a comprehensive package including financial, academic, personal and social supports. As a result the UCC PLUS+ student retention rate is equal to that of the general student population.

Over 1,400 students from socio-economically disadvantaged backgrounds supported by the UCC PLUS+ Programme have graduated from UCC since the programme started in 1996. 96% of these students have graduated with honours, while 93% of UCC PLUS+ graduates of 2017 were in employment or further study six months after graduation.

#### Student Financial Supports

Over 1,050 students benefited from Student Assistance Funding, and almost 300 students engaged with the Student Budgetary Advisor during the 2017/18 academic year.



## Facilitating Engagement in Student Life

### Student Residential Services and Community Relations Office (SRSCRO)

SRSCRO was established in August 2017 in response to the growing accommodation difficulties.

#### Accommodation

SRSCRO is an advice and advocacy service for UCC students, and their parents, seeking accommodation throughout their academic journey. The office operates international student and first-year placement services at key times of the year, ensuring that the most vulnerable students are housed. The office also provides the online StudentPad service, the UCC accommodation search facility for rooms in houses and owner-occupied homes.

#### Community Relations

SRSCRO assists the university in highlighting the positive aspects of students within the local community. They engage with residents through local forums, residents' associations and other key groups.

#### Campus Watch

Campus Watch is tasked with considering all complaints where a possible breach of the UCC student rules has taken place. In 2018, Campus Watch was involved in altering the Student Rules to allow for a more flexible disciplinary procedure.

### Sport and Physical Activity

Morgan Buckley was appointed Director of Sport and Physical Activity in July 2018 following Declan Kidney's departure on a career break. A *Strategic Plan for Sport and Physical Activity*, initiated under the stewardship of Morgan, links with the proposed Sports Facilities Development Plan earmarked for Curraheen on a new 50-acre site.

Also, Greg Yelverton was appointed UCC Football Facilitator having previously been seconded to UCC through his employment with the FAI, and Jack Casey was appointed UCC Rugby Development Officer.

### Clubs and Societies

Fifty-six 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.

### Student Societies

Over 105 student-led societies, running an average of 45–50 events per week, contributed to a thriving and vibrant campus in UCC. Over 1,200 students held elected positions on societies. Committee members leave UCC with a wealth of experience and a range of transferable skills.

Participation in societies provides a platform for students to pursue their talents and passions with other like-minded individuals; with over 11,000 members there were countless friendships developed and accolades won along the way. There truly is something for everyone!

## GOAL ONE

### Learn



Societies raised over €175,000 for charity and participated in a wide range of community engagement programmes: school mentoring, Traveller literacy, schools debating programmes, Coder-Dojo, art classes with Cope Foundation, and homework clubs, to name but a few. Society members travelled around the world on competitive or developmental trips.

### Students' Union (UCCSU)

UCCSU is the main representative body for the university's community of over 21,000 students. Six full-time elected student officers work to improve the educational, welfare and entertainment services provided in UCC.

The UCCSU 2017/2018 sabbatical team managed by President Martin Scally included: Deputy President, Seán Ó Riabhaigh; Commercial & Communications Officer, Barry O'Shea; Education Officer, Tadhg Casey; Welfare Officer, Kelly Coyle and Entertainments Officer, Ben Dunlea.

The team:

- Organised the Docklands Music & Culture Festival, the largest student event in the Union's history;
- Ran impactful awareness campaigns around issues facing students, e.g. mental health awareness, drug and alcohol;
- Ensured the smooth transition of incoming students into university by coordinating and running First-Year Orientation and Freshers Week 2017;
- Led the way in environmental issues by working to secure €20,000 funding to provide thousands of students with free sustainable coffee mugs;
- Improved common room facilities around satellite campuses;
- Worked to help develop the MiUse Programme;

- Raised €18,000 for UCC Raise and Give charities (Meningitis Research & Foundation, Friendly Call Cork and St Vincent de Paul);
- Secured 24-hour study spaces in the Boole Library during exam times;
- Worked with the university in the development and finalisation of the *Strategic Plan 2017-2022*.

UCCSU 2017/2018 represented thousands of students on hundreds of committees across the university including UCC's Governing Body.

## Supporting Student Health & Wellbeing

### Chaplaincy

The Chaplaincy continued to provide pastoral, spiritual and wellbeing support to UCC students, staff, alumni and retired staff. The Chaplaincy Centre on College Road attracts large numbers of students who engage in the many programmes: social justice and responsibility; spirituality; wellbeing programmes; supports for bereavement; basic counselling; discernment and one-to one advice sessions. The faith requirements of all students and staff are catered for on an individual and non-judgemental basis. Chaplains are on call out-of-hours for any emergency that may arise throughout the academic year.

The Chaplaincy continued to increase its profile around campus (and online) with outreach events on and off campus highlighting its services to students and other cohorts associated with the university.

The Chaplaincy also catered for a larger number of students through local and international trips, pilgrimages, retreats and walks and exposure to the many rich and diverse spiritual traditions at home and abroad.



## Student Counselling and Development (SCD)

SCD supported 2,345 students in 2017/2018. Some 1,455 students attended for individual counselling and 890 attended groups. There was a 20% increase in individual sessions offered compared with 2016/2017.

SCD in collaboration with the Chaplaincy responded to nine critical incidents on campus, supporting a total of 141 students and staff.

In collaboration with OCLA, Marian Browne undertook the role of Deputy Designated Liaison Person Retrospective in UCC.

In collaboration with the Equality Diversity and Inclusion Unit, to act as the designated liaison point for transgender/non-binary students who wish to work through a university transition checklist under the draft Gender Express and Identity Policy.

Exam Support: SCD provided dedicated supports to the Student Examination and Records Office during the examination periods. Counsellors were on call to support students who experienced incapacitating stress and panic attack during exams, helping them to complete their exams and support their academic progression.

A survey of students attending for counselling showed that 88% found counselling to be effective/very effective and that 82% of students who were considering leaving university found counselling to be important/very important in their decision to remain in UCC.

## UCC Peer Support & Niteline

There were 297 active Peer Support Leaders (PSLs) for the academic year covering almost every course in the university.

PSLs provided 10,555 hours of voluntary work on behalf of the university during the academic year, not including one-to-one time with first-year students.

Peer Support jointly coordinated the Spring Open Day with the Admissions Office, which catered for over 5,000 secondary school students on the UCC campus over two days in May.

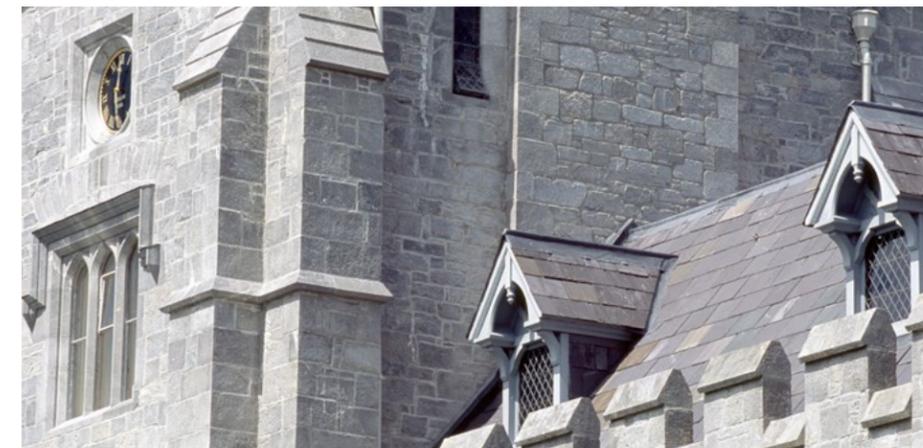
55 active Niteline volunteers provided 1,622 hours of support on behalf of the university during the 17/18 academic year.

## Student Health

More than 21,500 appointments were provided by the Student Health Department, 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).

**GOAL ONE**

## Learn



## Supporting Transition to Work and Further Study

### Careers Services

The Careers Services 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.

#### UCC Graduate Employment Outcomes – the Class of 2017/18

In spring 2018, the 4,610 graduates of 2017 were surveyed by questionnaire, email and telephone. A response rate of 74% was achieved. 91% were in employment or further study.

Key points include:

- 65% of all the graduates who responded reported that they were in employment.
- 26% had continued onto further study, the bulk of these being level-8 graduates continuing onto a level-9 degree.
- 5% were actively seeking employment and the remaining 4% were not available for employment.

### Careers Services Highlights of 2017/18

The Employability and Employer Engagement team were highly commended for their project 'UCC Works Award – Digital Badges: A 21st Century micro-credential that evidence students' life wide journeys to employers via online platforms'. In today's hyperlinked world, local employability activities gain global reach' at the 2018 Association of Higher Education Career Services Awards. UCC are the first careers service in Ireland to launch digital badges.

331 UCC Works awards were presented under the four pathways to 274 students.

UCC's now annual Recruitment Fair took place for the first time in the Mardyke Arena in October 2017. 104 graduate recruiters, internship providers, and graduate programmes were represented.

There were 269 companies visited, at fairs, roadshows, individual presentations, stands and workshops. Over 6,500 students directly engaged with employers on campus.

A total of 1,663 graduate job and internship opportunities were advertised in 2017/2018.

4,792 one-to-one careers advisory or coaching consultations were provided to students during the academic year.

The advisory team collaborated with academic staff in 38 degree programmes across the disciplines, in the provision of careers education within the student timetable. 142.5 hours of group workshops and clinics were provided to 1,258 students, from first-year to PhD level, within their academic timetable, and integrated into relevant skills and professional development modules.

**GOAL ONE**  
**Learn**



455 students completed a Careers Advisory post-consultation survey. It showed a continuously high level of satisfaction, with 86% reporting that they were “extremely satisfied” with the advisory consultation and 83% “extremely likely to recommend the advisory service to a friend or colleague”.

UCC’s work placement team partnered with 30 academic programmes to manage their placement. 1,015 students were supported, with 96% of the cohort successfully undertaking a work placement in industry. The remaining 4% completed a project or thesis option. The work placement team work with over 300 unique employers locally, nationally and internationally. Placement officers completed a significant project in mapping the placement process with a view to improving efficiencies.



**Transitioning In/Transitioning Through Skills Centre**

The Skills Centre, which opened in 2017/2018, is a dedicated, active learning space that helps students improve their academic communication. This enables them to identify their own developmental needs and improve their scholastic work and assessment outcomes with confidence. Using an interactive, student-centred approach that engages collaborative learning and skills development, the Skills Centre provides a confidential and non-judgmental space, so students can work towards improvement in a comfortable environment. The centre uses the language of positive psychology to give students confidence in their ability to become critical, confident communicators.

The success of the Skills Centre is evidenced by the number of students that attended in its first operational year.

Skills Centre Attendance	2017/2018
Sessions	1,856
One-to-one	917
Drop-in	865
Total	3,638

**GOAL ONE**  
**Learn**



## Learning and Teaching

In July 2018, the inaugural Times Higher Education (THE) Europe Teaching Rankings ranked UCC in the top 50 European universities for learning and teaching, the only Irish university to feature in the top 50.

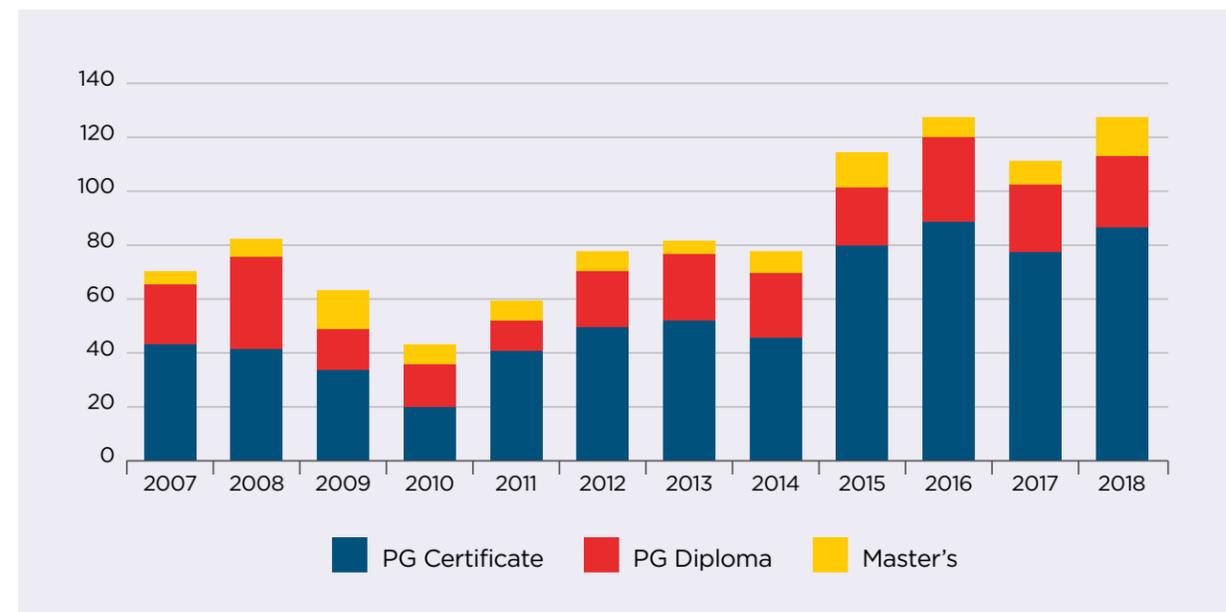
Several organisational changes occurred in the Office of the Vice President for Learning and Teaching (OVPLT) during 2017/2018. In February 2018, Professor John O'Halloran, then Vice President for Learning and Teaching, was appointed Deputy President and Registrar. Dr Marian McCarthy, Co-Director of CIRTL, was appointed Interim Vice President for the area.

The Exam Appeals administration function also transferred out of the President's Office and into OVPLT while the Quercus Talented Student scholarship programme transferred out of OVPLT and in to the Registrar's Office, where other admissions and scholarships offices are also housed.

Below are some highlights from other units within OVPLT during 2017/2018. Further details can be found at: [www.ucc.ie/en/teachlearn/](http://www.ucc.ie/en/teachlearn/)

### Centre for the Integration of Research, Learning and Teaching (CIRTL)

The CIRTL team have seen a consistent high level of staff engagement in its accredited programmes (see figure 1). The progression rate from the Postgraduate Certificate to the Postgraduate Diploma, and from the Postgraduate Diploma to the Masters in Learning and Teaching is also notable with 35% and 54% progression rates for the respective programmes.



**Figure 1: Number of participants in CIRTL's accredited programmes**

The CIRTL seminar series ran in both semesters and attracted an audience of 156 and 182 respectively. Topics addressed by the series included active learning approaches, universal design for learning, research ethics in learning and teaching, and assessment as/of/for learning. Many of the attendees have not linked with CIRTL activities in the past. CIRTL coordinated a series of workshops to support the implementation of UCC's Group Work policy.

The CIRTL team organised a survey of professional development needs of staff relating to teaching and learning. 250 staff responded to the survey. 81% of participants agreed that teaching is a source of job satisfaction. 74% reported that research informs their teaching. Heavy workload was identified as a significant barrier to engagement in professional development in learning and teaching and a request was made for development activities to be time flexible.

## GOAL ONE

### Learn



Despite a call for greater recognition of teaching excellence, 51% of respondents agreed or strongly agreed that engagement in professional development in learning and teaching is valued in the institution. The survey results will inform the development of future CPD provision by CIRTIL.

CIRTIL offers a suite of staff development activities for visiting academics from partner universities. The Programme for Visiting Lecturers combines support for learning and teaching with English language development. The number of participants in the programme has grown considerably, with 223 participants since first beginning in 2012 with partners in China, South America and across Europe. CIRTIL staff travelled to China twice in 2017/2018 to share details of the international programme for visiting scholars and to strengthen connections with existing partner universities.

The CIRTIL team were successful in securing a Government of Ireland mobility grant to travel to the UK and Norway to participate in a peer exchange regarding learning and teaching spaces.

Interim Vice President for Teaching and Learning Dr Marian McCarthy was successful in an application to participate in an EUA peer-exchange project on active learning. This culminated in Dr McCarthy giving a plenary talk at the second EUA Learning and Teaching Forum in Warsaw in 2019.

CIRTIL staff are engaged in three Erasmus+ capacity building projects, namely *Transforming Assessment Practices in Large Enrolment First Year Education*, *Assessment Tools for New Learning Environments in Higher Education Institutions* and *Innovative Teacher Education through Personalized Learning*. CIRTIL research was presented at several international conferences including the International Conference on the Scholarship of Teaching and Learning.

## The Language Centre

During the academic year 2017-18, the Language Centre continued to serve the international community both within UCC and in the wider Cork area. Students came from over 25 different countries. Growth in student numbers continued: full-time students averaged 75 per week throughout the three Language Centre terms (September to June), at times reaching our maximum capacity of 90 students. The centre's Summer School was attended by over 300 students.

The centre delivered credit modules to 155 Erasmus/Visiting students and to 25 Chinese Food Science and Technology students. Non-credit evening classes were delivered to over 300 students, both international UCC students and fee-paying students from the Cork area. The centre offered four CELTA (teacher-training) courses and one teacher-training course for post-primary teachers, and successfully launched a 15-credit module in Teaching English as a Foreign Language (TEFL) as part of the BA in World Languages.

The Language Centre underwent a very positive Quality Review in February 2018, with the Quality Review panel endorsing the critical strategic role the centre plays within UCC.

## GOAL ONE

### Learn



### Adult Continuing Education (ACE)

During 2017/2018, ACE enrolled 2,701 part-time students on 134 courses, delivered in UCC and at 52 outreach learning centres. This includes 1,770 students on 72 accredited programmes and 931 students on 56 non-accredited short courses.

Three new programmes were introduced:

- Postgraduate Diploma in Irish Food Studies (level 9)
- Postgraduate Diploma in Trauma Studies (level 9)
- Diploma in Management Practice (level 7)

Several new industry engagement contracts were established and delivered:

- Education and Training Boards Ireland, Naas, Co. Kildare, on-site delivery of the Certificate in Procurement Management.
- Pfizer, Little Island, Co. Cork, on-site delivery of the Certificate in Operations Supervision (Pharma Manufacturing).

ACE, in collaboration with the Educational Unit in Cork Prison, continued its education initiative in the prison, delivering two 10-week short courses for prisoners, and ACE and the Centre for Cooperative Studies ran the Credit Union Summer School, with over 100 delegates attending from all over Ireland.

A novel pilot project, the first of its kind in UCC, saw a group of farmers who had completed the Carbery Greener Dairy Farms Project given exemptions on the Diploma in Environmental Science and Social Policy through a *recognition of prior learning* (RPL) process. The project was a collaboration with the Carbery Multinational Group, with the result that 17 farmers graduated in 2018.

In collaboration with Kerry County Council and South Kerry Development Partnership, ACE continues to play a major role in the Skellig CRI project, based in Cahersiveen, Co. Kerry. Activity this year included field trips and workshops, while a grant scheme saw research activity in south Kerry by UCC academics.

ACE continues to be the anchor for the city-wide Learning Neighbourhoods initiative, which is run in cooperation with CIT, Cork ETB and Cork City Council. This year saw the expansion of the project to Togher and Mayfield, with significant community-based activity in those neighbourhoods. Initial consultations took place for The Glen and South Parish to come on board in 2018/2019. The annual award for an outstanding contribution to Lifelong Learning was presented to the 'Growing Lifelong Learning in Cork' Committee in recognition of their hosting and organisation of the third UNESCO Learning Cities Conference, which took place in Cork in September 2017.

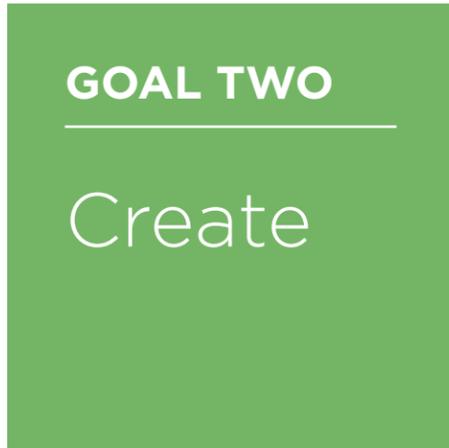
### Centre for Continuing Professional Development (CCPD)

CCPD was established in October 2016. Its primary function is to support anyone in UCC wishing to develop and promote CPD opportunities at the university. To date it has supported 80 CPD offerings and 16 CPD modules and has issued 1,215 certificates to learners.

## GOAL TWO

# Create

Be a leading university for research, innovation, entrepreneurship, commercialisation and societal impact.



## Research & Innovation

UCC continues to be one of the best-funded research universities in Ireland with an R&D investment of more than €100 million in 2017/2018, representing a 28% (€22 million) increase since 2012/2013. The research income realised in 2017/2018 represents an historical high for the institution and was achieved in a very challenging national and international economic environment (see Figure 2). Since 2005, UCC researchers have secured over €1 billion in research funding investment.

### Funding

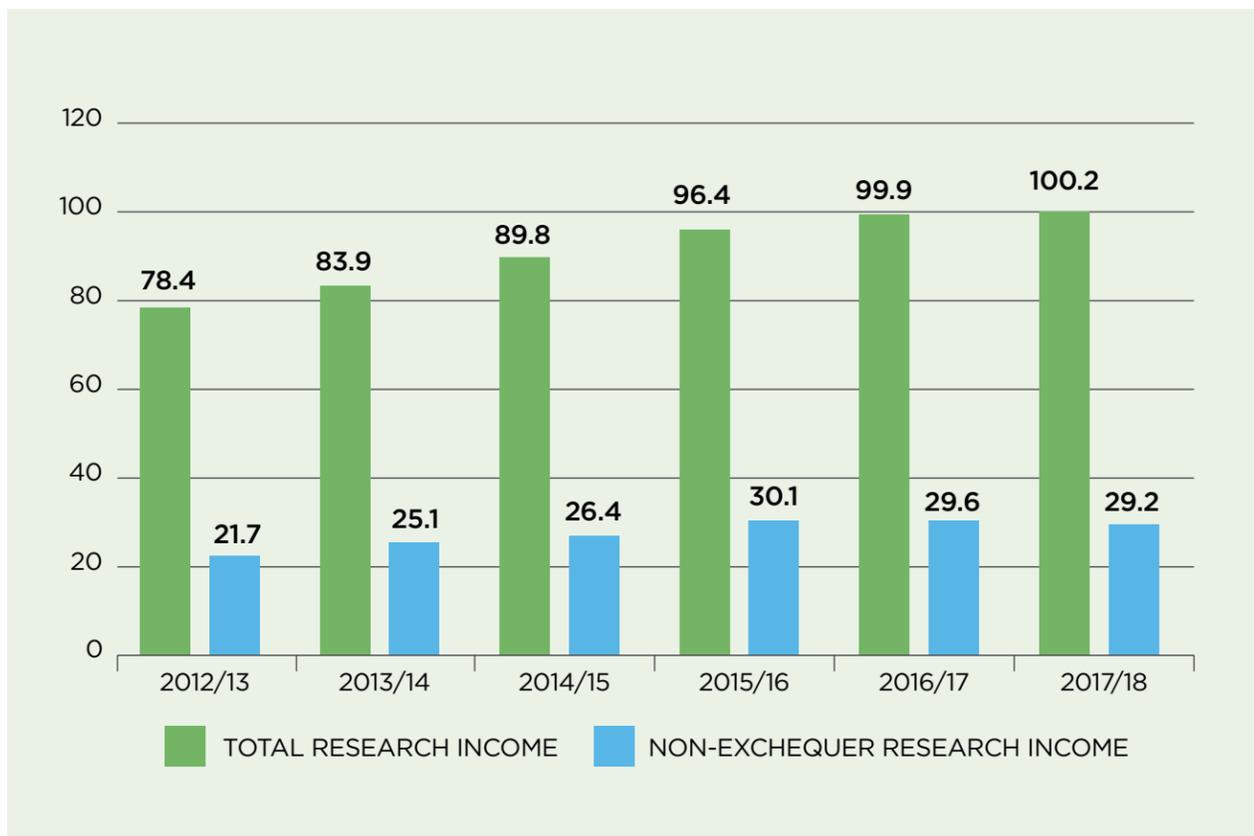


Figure 2: UCC Research Income Profile – 2012/2013 to 2017/2018 (€/million)

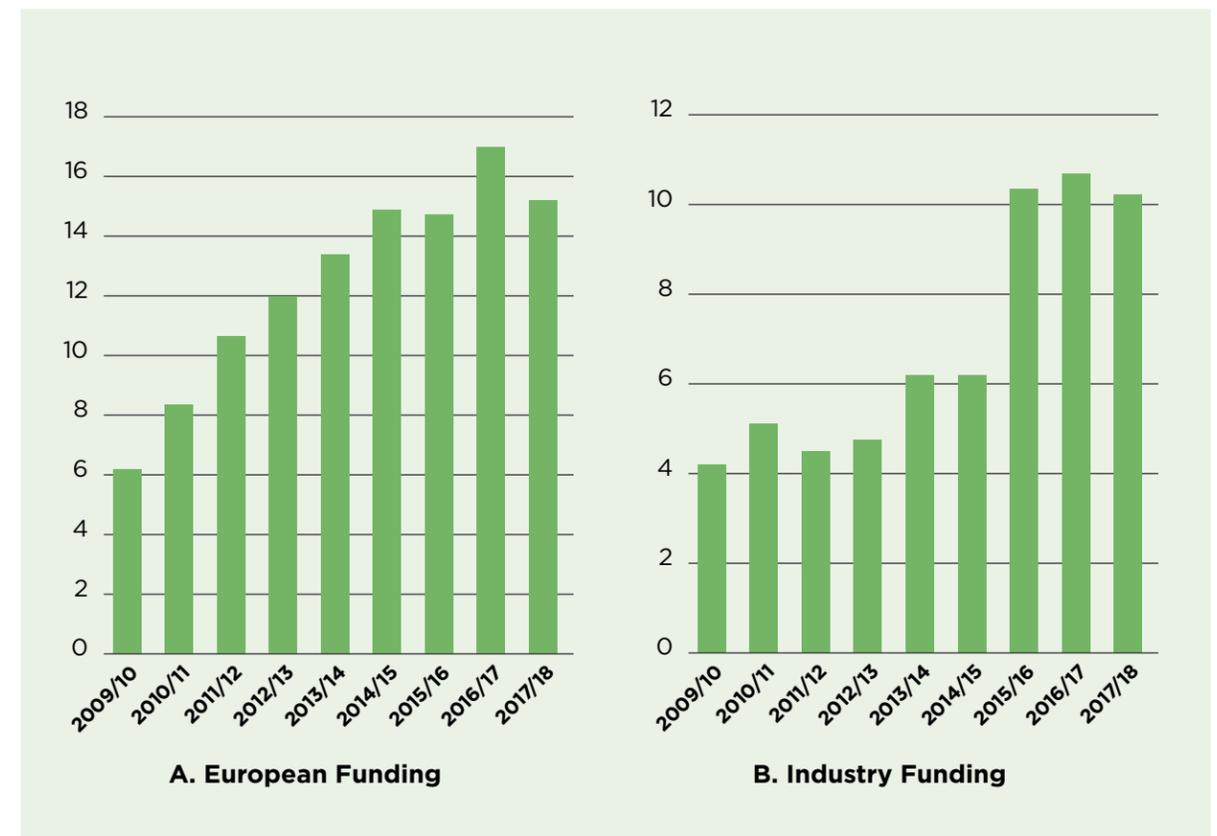


Figure 3: Non-Exchequer Research Income (€/million)

**GOAL TWO**  
**Create**



There was a significant increase in the number of external awards that contributed to UCC's high level of research funding during a period of recession. In addition, the diversity of funding sources making awards to UCC researchers rose sharply, with the number of PIs securing awards increasing by 60%. These changes to the structure of the research funding envelope of the university resulted in significant challenges in terms of research administration and support.

Reflecting the pressures on government funding, over €29 million (29%) of 2017/2018 research income was generated from non-exchequer sources (see Figure 2 on previous page). This represents a 35% increase since 2012/2013, and was primarily driven by a 26% increase in funding from EU programmes (to €15.1 million) and a 113% increase in funding from enterprise sources (to €10.2 million) (see Figure 3 on previous page).

For the third year running, UCC is the top performing Irish institution for research income sourced from the enterprise sector, securing more than twice the funding of the next placed university.

University	Research Income Secured from the Enterprise Sector (€/million)
UCC	11.0
TCD	4.1
UCD	4.6
NUIG	6.9
DCU	2.6
UL	4.8
Maynooth	0.3

**Irish University Research Income from the Enterprise Sector — Irish University Comparison**  
(Source: KTI Annual Review & Knowledge Transfer Survey 2017)

**Research Collaboration**

UCC researchers collaborate with 3,311 research-performing entities across 130 countries, generating over 7,600 publications. They are ideally placed to leverage these collaborations for success in future exchequer and non-exchequer funding programmes.



**Figure 4: Institutions Collaborating with UCC**

## GOAL TWO

### Create



### European Engagement and Horizon 2020

Horizon 2020 is the European Union (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 target for the programme of €1.25 billion. To address this challenge, UCC Research Support Services developed the *Horizon 2020 Action Plan* 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. This included the establishment of PrimeUCC, Ireland's first university-based European project management service.

Underpinned by the success of the Action Plan, UCC researchers secured 134 Horizon 2020 awards (42 as coordinator and 92 as partner) from an overall total of over 700 applications submitted to the Commission – a success rate of 16%, versus an EU average of 12%, amounting to €67 million since the start of Horizon 2020 in 2014.

UCC enjoys the highest success rate of all the Irish universities.

### Research Publications

Analysis of key research outputs (peer-reviewed research publications, reviews and conference papers) reveals an 8.3% increase over the past five years. 1,871 research articles (as indexed by the Scopus database) were published by UCC researchers in 2017.

Comparative analysis of the citation impact performance of research publication outputs, combined across all disciplines, reveals that all Irish universities have consistently performed above the world average over the last five years. Of particular note is the significant improvement in UCC's performance in more recent years.

One of the factors for the improvement in citation impact performance was a series of collaborative initiatives to raise awareness of bibliometric analysis as a measure of research impact and to highlight strategies (including open access options) to improve performance. Example initiatives include:

- UCC Library facilitated the archiving of articles in CORA with the result that, in 2017, UCC was the top contributor of peer-reviewed journal articles to RIAN, the national open research portal.
- Workshops focused on measuring and maximising citation performance, developed by UCC Research Support Services and the Library, have been delivered as part of the UCC Research Skills Training Programme and have also been rolled out more widely across the institution.
- Launch of Nature Masterclasses Online Resource which provides training, delivered by *Nature* journal editors, to help UCC researchers publish in top-ranked journals.

Further actions and interventions in this space form a key part of the UCC Research and Innovation Strategic Plan (2017-2022).

**GOAL TWO**  
**Create**



**UCC Research Awards 2018**

The UCC Research Awards honour staff for their outstanding contributions to university life, including advancing the research mission of the institution, and acknowledges excellence in research activity across ten categories. The awards are sponsored by Gilead Sciences Ireland.

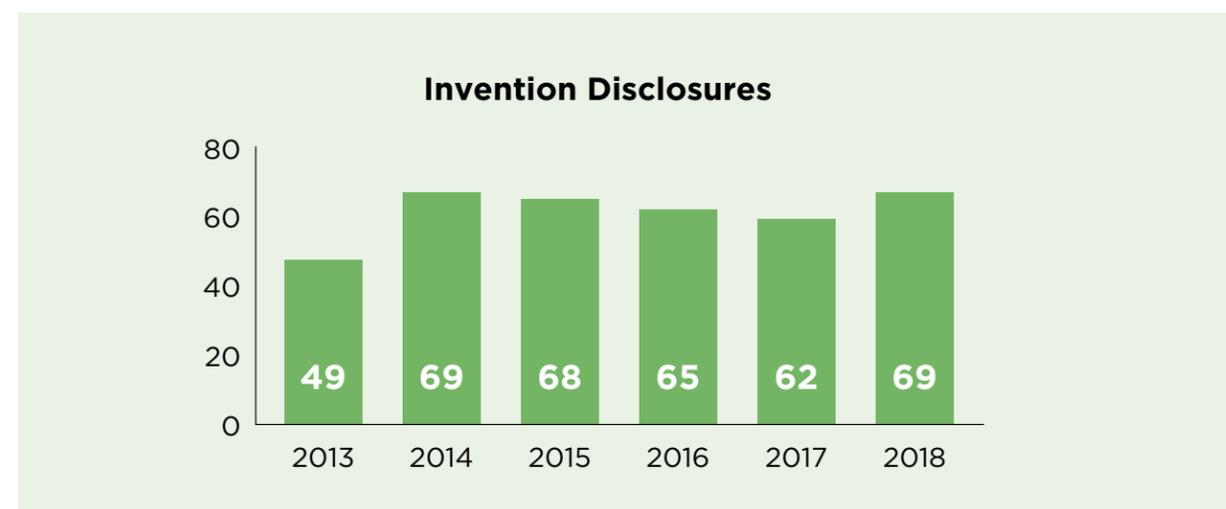
**Winners of the UCC Research Awards**

Research Award	Awardee
Best Publication of the Year involving and Undergraduate Student as an Author	<b>Mary Tobin</b> - School of Applied Psychology
Creating a Culture for Responsible Conduct of Research	<b>Dr Mike Murphy</b> - School of Applied Psychology
Early-Stage Researcher of the Year	<b>Dr Justin Doran</b> - Department of Economics <b>Dr Thomas Birkett</b> - School of English <b>Dr Pauline Scanlan</b> - APC Microbiome Ireland <b>Dr Gediminas Juska</b> - Photonic Centre, Tyndall National Institute
Open Researcher of the Year	<b>Professor Colm O'Dwyer</b> - School of Chemistry
Research Communicator of the Year	<b>Dr Theresa Reidy</b> - Department of Government and Politics
Research Supervisor of the Year	<b>Professor Nuala Finnegan</b> - School of Languages, Literatures and Cultures
Research Support Person of the Year	<b>Mary Hough</b> - APC Microbiome Ireland <b>Dr Seán Lucey</b> - College of Business and Law
Research Team of the Year	<b>Dr John Crowley representing the Atlas of the Irish Revolution team</b> - Department of Geography
Researcher of the Year	<b>Professor Patricia Kearney</b> - School of Public Health
Career Achievement Research Award	<b>Professor Fergus Shanahan</b> - APC Microbiome Ireland

**Technology Transfer and Innovation**

UCC is committed to working with industry as an important partner and contributor as part of our overall research effort.

In 2017/2018, UCC established over 80 new research projects fully or partly funded by industry. These ranged in scale from €5,000 engagements with local enterprises (funded by the Enterprise Ireland Innovation Voucher scheme) to multi-million collaborative programmes between indigenous and multinational companies and our multidisciplinary research centres. Industry research (when both part- and fully funded research is included) represented 30% of our overall research income and almost 10% of the university's overall turnover.



**Figure 5: Technology Transfer Activity (2013-2018)**

In this period, UCC commercialised over 30 technologies by licensing intellectual property rights transferred to industry. In doing so we aim to create impact from the work of our research community. UCC IP has been included in six products launched recently in areas of microelectronics, and food and health.

**GOAL TWO**  
Create



UCC has continued its track record of establishing spinout companies to capture the economic potential of the university's intellectual property and expertise. In 2017/2018 three further spinout companies were established, bringing UCC's portfolio of companies to 21.

**GATEWAY UCC**

The GATEWAY UCC Business Incubator supports entrepreneurship in UCC and the region. It provides entrepreneurs and knowledge-based start-up companies with access to the expertise of a world-class university on their doorstep and a business support programme (the SPRINT Accelerator Programme - supported by Enterprise Ireland).

GATEWAY UCC currently hosts 15 companies, including five new companies that have moved in this year. It has supported over 45 start-up enterprises including spinouts from our research, among them Metabolomic Diagnostics, Luxcel Biosciences and Exceedence Ltd.

**IGNITE Graduate Business Innovation Programme**

2018 marked the ninth IGNITE Graduate Business Innovation Programme. IGNITE is a 12-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.

In 2017/2018 it was decided to double the cohort of participants. Ignite supported 20 companies; nine completed the programme in 2018 and a further ten were halfway through the programme by year's end. This six-month overlapping of IGNITE cohort groups increases the transfer of knowledge, experience, relationships and networks and positively impacts on the entrepreneurship ecosystem of the programme.

The first eight programmes have supported 104 individuals from more than 90 start-ups. 63 companies from the programme are still actively trading and currently employ 190 people, 75% of whom are in full-time roles.

The programme is funded by UCC, Cork City Council, Cork County Council, the Local Enterprise Offices of Cork City and County, Bank of Ireland, Musgraves, Ronan Daly Jermyn and KPMG.



## GOAL THREE

# Engage & Act

Create value for our community through an international outlook and informed and creative engagement on local and global issues.

## GOAL THREE

### Engage & Act



### The Economic and Societal Impact of University College Cork Report

The report, published in May 2018, illustrated the impact that UCC contributes to the economy of Cork, Munster and the national economy of Ireland.

The study provides an in-depth analysis of UCC impact across five key areas: economic; workforce development; business; creation and discovery; society and community.

Highlights from the study include UCC's total economic impact (Gross Value Added) amounting to €853 million annually; that output is produced for a €151 million state investment. For every €1 of state investment, UCC returns €5.68 to the Irish economy.

The report was co-authored by Mark Hutchinson, Professor of Finance and David Hogan, Finance Researcher at Cork University Business School, UCC.

### University of Sanctuary

UCC has been awarded 'University of Sanctuary' status. The University of Sanctuary Ireland (UoSI) Steering Committee was particularly impressed by the range of activities that UCC is currently engaged in to foster a culture of welcome for asylum seekers and refugees. Seven Annual University of Sanctuary Scholarships were formally announced in January. Students will take up these scholarships in September 2018.

The first Sanctuary Scholarships Application Workshop was attended by 30 young asylum seekers and refugees. Scholarship applications are due in June 2018, with applicants competing for one of seven places. This follows the inaugural Refugee Week 5-9 February, which included a lecture by Professor Alison Phipps, UNESCO Chair in Refugee Integration. Following Equality Week, a working group has been formed to scope the possibility of UCC becoming recognised as an Age Friendly University.

### Autism-Friendly University Initiative

A three-year project to create an academic, social and physical environment that will support autistic students from pre-entry stage through to graduation and employment was launched by the Deputy President and Registrar in July 2018. The initiative, spearheaded by the UCC Students' Union, is undertaken in collaboration with AsIAM.ie, the autism support and advocacy organisation. The initiative will deliver a state-of-the-art building in the heart of the campus open to all students, which will provide an inclusive, quiet space, housing a sensory room, an eating area, a meditation room as well as accessible and gender-neutral bathrooms. The project will also involve a cross-campus audit of services and student supports to identify ways in which the university can provide more effective supports for autistic students. A first step in the next academic year will be to roll out autism awareness training for staff and students.

## GOAL THREE

### Engage & Act



### Centre for Global Development

The Centre for Global Development was re-launched in 2018, reporting to the Office of the Senior Vice-President Academic Affairs. The Centre provides a university-wide forum to stimulate interest in global development initiatives and to enable interdisciplinary co-operation in this mission.

Dr Nick Chisholm, Senior Lecturer in the Department of Food Business and Development, has been appointed Director of the Centre for a three-year period. He is currently engaged, along with a steering committee with college representatives, in identifying strategic priorities for the Centre.

The Centre for Global Development held a conference entitled Global Hunger Today: Challenges and Solutions in May as a complement to the National Famine Commemoration. The conference focused on contemporary problems of famine, food insecurity, malnutrition and the role of Irish development organisations in addressing these issues. Conference participants included world-renowned scholars and practitioners such as Professor Alex de Waal, a specialist in humanitarian crisis and response; Dr Shenggen Fan, Director General of the International Food Policy Research Institute (IFPRI); Dr Stineke Oenema, Head of the Secretariat of the UN Standing Committee on Nutrition; and many development practitioners from major Irish organisations working to address humanitarian crises and long-term development challenges related to food security. The conference received funding support from the Department of Foreign Affairs. Dr Fan also signed a Memorandum of Understanding to develop joint activities addressing food security between IFPRI and UCC.

### Partnerships and External Engagements

The Deputy President and Registrar hosted a visiting delegation from China, including Jin Donghan, President of Shanghai University (SHU), to explore

opportunities for collaboration between SHU and UCC. Also, in April, he led a UCC visit to the University of Massachusetts to enrich collaboration with UCC and launched the first Lifelong Learning Festival there in Lowell City Hall. The visit focused on discussions on sustainability with emphasis on an application for STARS, the framework used by US universities to measure their sustainability performance.

Mayor Ed Lee, Mayor of San Francisco, led a delegation of 90 members of San Francisco's civic, arts, cultural, business, philanthropic and education communities to Cork in September. The delegation spent time at UCC with the objectives of enhancing existing relationships, developing new institutional relationships and exposing UCC's research and innovation activities to potential investors.

Mr Linas Linkevicius, Lithuania's Foreign Minister, led a delegation on a visit to UCC, which was welcomed by Mr David Stanton, Minister of State for Equality, Immigration and Integration, Patrick O'Shea, President, and Professor John O'Halloran, Deputy President and Registrar. The programme for the delegation included the signing of an MOU with Vytautas Magnus University, a visit to the Health Innovation Hub, participation in the Forging Partnerships: Ireland and Lithuania in the EU27 conference, co-ordinated by the Department of Government and Politics, and meetings with university representatives.

### UCC in Europe

UCC partnered in a H2020 project on how to embed responsible research and innovation in higher education curricula (EnRRICH, [www.enrrich.eu](http://www.enrrich.eu)) for the past three years. The project culminated in a workshop for policymakers at the European Parliament on 24 January 2018 at which participants discussed the implications of the project for EU Higher Education and Research policies, drawing on the **project policy brief**. EnRRICH has demonstrated the potential of community-based research initiatives such as UCC's Community-Academic

**GOAL THREE**  
**Engage & Act**



Research Links initiative (CARL) to reorient research towards socially desired outcomes and to ensure the inclusion of a wider array of actors and voices in identifying what questions and problems should be researched.

Dr Jean van Sinderen-Law was appointed UCC Director of European Relations and Public Affairs. In this role Jean is responsible for establishing key partnerships for UCC with the European institutions, universities, governments and agencies to advance UCC's mission. These partnerships will bring new ideas and practices to the university and will harness new opportunities, thus contributing to economic, social and cultural growth. Jean's focus will complement the programme for research Horizon 2020 and its successor Horizon Europe which falls under the remit of the Vice President for Research and Innovation. This work will also involve UCC playing a greater role in regional development in Ireland.

**UCC Civic and Community Engagement Plan**

UCC launched its inaugural Civic and Community Engagement Plan in December 2017. The five-year plan sets out an ambitious goal 'to become more connected, visible and engaged with and for community'. To reach this goal, the plan calls for new commitments in physical and organisational infrastructure, teaching and research. These commitments promise significant positive impact on UCC's academic, research and teaching environment, and crucially, its relationship with the community.

The launch included keynote speaker Professor Tony Gallagher from Queen's University Belfast whose research focuses on the role of education in divided societies. He has worked with the Council of Europe and a consortium of US universities on the civic role of higher education.

**Supporting National Training on Civic Engagement**

UCC is working with Campus Engage, the national network for civic and community engagement, to develop civic engagement training for National Contact Points (NCP) drawn from across Europe. The network of National Contact Points (NCPs) is the main structure to provide guidance, practical information and assistance on all aspects of participation in Horizon 2020.

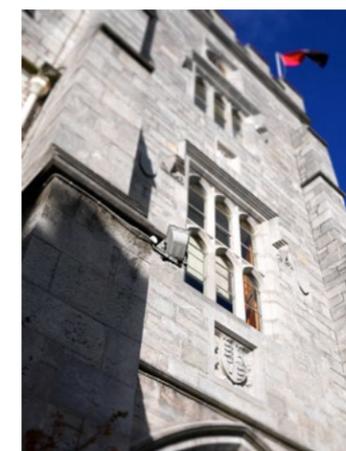
**Community and Student Projects**

CARL staff are currently supporting more than 26 student projects with 24 civil society partners. This is the highest number of live projects in one year for the CARL initiative and keeps it on track for meeting the targets of the Civic and Community engagement plan. Participating students came from disciplines such as social sciences, audiology, public health, zoology and history.

This year UCC also launched a new postgraduate module on community-based participatory research (PG6025), where students engaged with the Cork Environmental Forum in this innovative experiential learning experience. There has been much demand for the module and this current cohort of students represent a range of disciplines across the University, namely: engineering, epidemiology, psychology, digital humanities, and food business and development.

## GOAL THREE

### Engage & Act



### UCC and Cork Opera House – Creating Together

UCC and Cork Opera House (COH) announced and launched their strategic partnership in February 2018. The announcement of this eight-year partnership will see the two organisations working together to educate the next generation of arts managers, creative practitioners and professionals. The partnership establishes COH as a Learning Theatre and provides UCC with an immersive learning environment which enriches and elaborates the student experience.

This partnership also represents a smart use of the city's assets. The COH provides UCC with access to a 930-seat facility at preferential rates. UCC will use the COH facility for large student events and to increase the university's conferencing offering.

### National Famine Commemorations

In 2018, the national famine commemorations were held at UCC. Several commemorative activities took place leading up to the main event presided over by the President, Michael D Higgins. These included:

- Launch of Great Famine Online project where people can check how the famine affected their locality.
- Viewing of a replica mud cabin, *An Bothán*, in which the poorest of the poor lived and died.
- A conference on global hunger organised by UCC with international and national speakers.
- Public lecture on Mapping the Great Irish Famine by Mike Murphy, Department of Geography, UCC with Introduction by Professor W.J. Smyth. The lecture is a chronological journey using the rich images from the award-winning publication *The Atlas of the Great Irish Famine* (Cork University Press, 2012).
- The National Famine Commemoration, UCC Main Quadrangle.

### HRH Prince Charles Visit

HRH Prince Charles visited UCC in June 2018. UCC's brief was to showcase the entrepreneurial, innovative and independent thinking of students. The programme included themes of business, social justice, healthcare innovation and the performing arts, while also highlighting historic and cultural treasures on campus.

### Project Ireland 2040

UCC hosted the first Project Ireland 2040 Regional Briefing in March 2018. Taoiseach Leo Varadkar, Tánaiste Simon Coveney and Ministers Paschal Donohoe, Mary Mitchell O'Connor and Michael Creed presented details of the Project Ireland 2040 plans. More than 700 people, including representatives from the city and region, attended the event, which was open to the public.

### Development and Alumni Relations

The university's strategic investment in the alumni and development team includes dedicated fundraising professionals for each college.

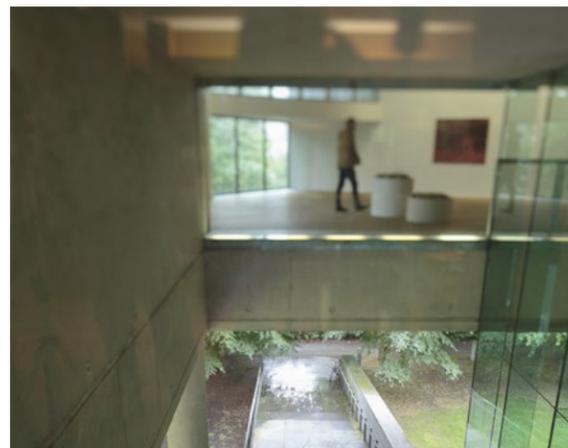
## GOAL FOUR

# Recruit and Develop

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

## GOAL FOUR

### Recruit & Develop



#### Athena SWAN

The Schools of Biology, Environmental and Earth Sciences, Chemistry and Pharmacy at UCC were awarded Athena SWAN Bronze awards for their areas. They were the first UCC Schools to participate in Athena SWAN department accreditation and all three exceeded success rates for both Irish and UK HEIs on their first attempt.

Departmental Bronze Awards are a crucial addition to UCC's university-level Bronze award, because they help embed the message that engaging gender equality and diversity at a local level is everyone's right and responsibility.

UCC is adopting the expanded Athena SWAN Charter Principles, which are mandatory in Ireland from 2019. All pending and future UCC applications will be submitted under this Charter.

#### Ibec KeepWell Accreditation

UCC became the first third-level educational institution in the country to acquire Ibec's KeepWell Mark in recognition of the university's long-standing dedication to well-being and welfare for its workforce of almost 3,000 people.

This national workplace well-being accreditation from Ibec demonstrates UCC's commitment to improving the lives of staff members. The KeepWell Mark is adjudicated through a rigorous auditing process, and by benchmarking against a set of recognised standards across eight critical business practice areas and on-site assessments.

As well as formulating a *Strategic Plan 2017 - 2022* which refers to improving induction, employee well-being and professional development programmes, the university also provides a wide range of classes, workshops and initiatives for staff members. These include: samba and art relief classes; yoga and mindfulness sessions; and workshops on themes such as stress management, personal finance and sleep. Staff members can take part in regular physical activity classes, often led by staff, while regular health checks are conducted.

#### HR Excellence in Research Award

UCC successfully retained the HR Excellence in Research Award at the Award Renewal Phase in January 2018.

## GOAL FIVE

# Fund and Build

Strengthen our infrastructure and resource base.

**GOAL FIVE**  
**Fund & Build**



Finance

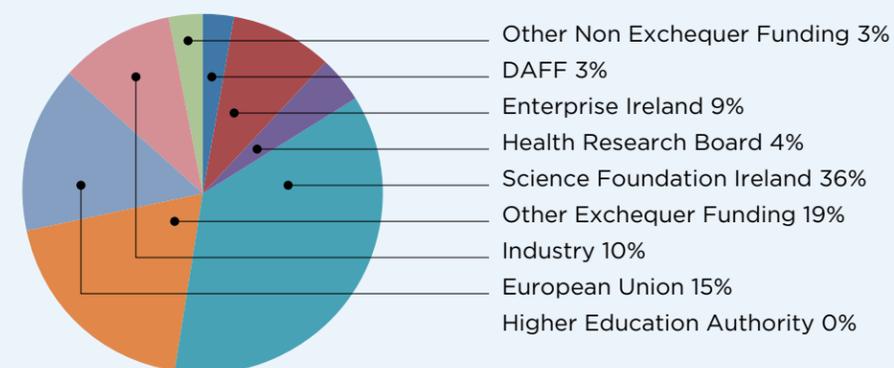
**UCC FINANCES: 2013/14 - 2017/18**

HEA Funding Statement	2013/14 €000	2014/15 €000	2015/16 €000	2016/17 €000	2017/18 €000
Total Income	270,812	281,921	293,039	308,600	318,984
Total Expenditure	272,464	283,139	292,693	318,813	
Surplus / (Deficit)	(1,652)	(1,218)	346	1,204	171
Cumulative Revenue Reserves	(3,363)	(4,581)	(4,235)	(2,887)	(2,716)
Revaluation Reserves	134,203	134,203	134,203	134,203	134,203
Total Reserves	130,840	129,622	129,968	131,316	131,487
Research Income - included above	73,909	77,683	82,169	85,441	85,408

**RESEARCH INCOME INCLUDING OVERHEAD - 2017/18**

Funding Body	%	Amount
DAFF	3%	2,601,365
Enterprise Ireland	9%	8,547,214
Higher Education Authority	0%	445,514
Health Research Board	4%	4,193,124
Science Foundation Ireland	36%	36,565,194
Other Exchequer Funding	19%	18,719,574
European Union	15%	15,092,488
Industry	10%	10,166,522
Other Non Exchequer Funding	3%	3,889,976
	<b>100%</b>	<b>100,220,971</b>

**2018 Research Income**

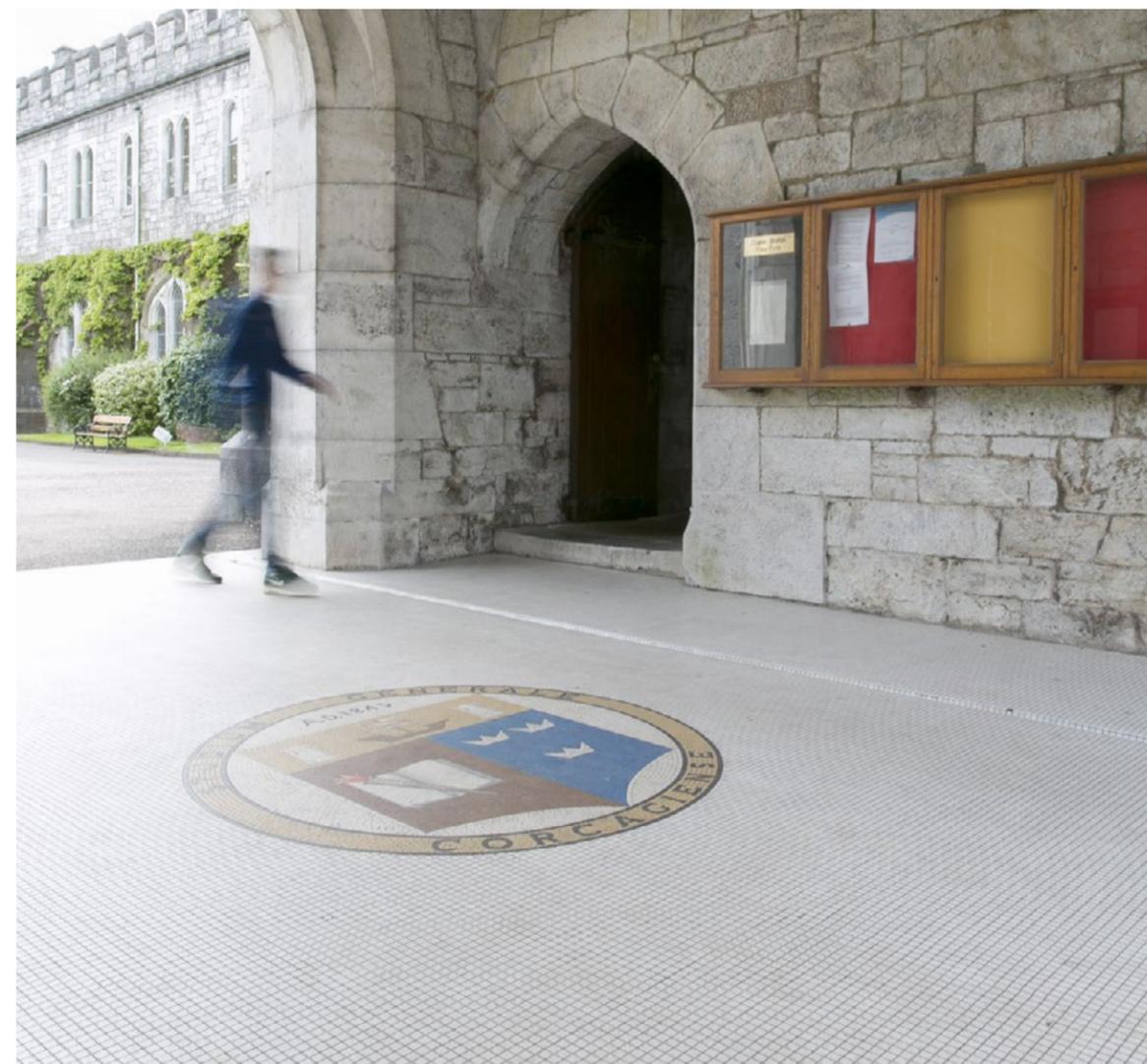


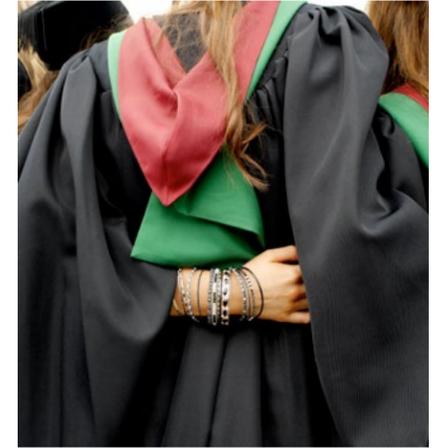
**GOAL FIVE**  
**Fund & Build**



**FUNDING ENVIRONMENT: 2019 AND BEYOND**

- There is still no decision by Government on the implementation of the recommendations from the Expert Group on Higher Education (Cassells Report);
- In the absence of same, there remains a very challenging funding model for higher education in Ireland;
- The European Universities Association describes higher education in Ireland as: “a system in danger”;
- UCC continues to focus on self-sustainability via income generation – particularly international, to meet national targets set by the Minister and UCC’s Strategic Plan;
- State grant received for 2019 is €41.3m, just 12% of the total budget;
- UCC is the first in the sector to secure Access Funding;
- UCC is pursuing capital funding for infrastructural projects, as referred to in Projects Ireland 2040.



**GOAL FIVE****Fund &  
Build**

## Capital Developments

The university's capital programme continued during 2017/18 with significant progress on a number of active projects. The capital programme is financed through the European Investment Bank facility which supports a €240m programme.

### The Hub

This project involves the refurbishment and expansion of the Windle Building for a new student Hub development. It brings 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, a student solutions centre and spaces for student societies. A design team led by architects O'Donnell + Tuomey started design works in early 2015. Construction is progressing on site and it is expected to complete the project in early 2020.

### 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 Park was prepared by Cork County Council and was adopted by an Advisory Board made up of all the key institutional players. A Precinct Master plan was prepared by UCC and a design team for the initial Health Innovation Hub Ireland building has been appointed. A planning application was submitted on 27 November 2015 and approval was received on 4 March 2016. The project offers significant job creation and economic development for the region in line with the recently published National Planning Framework. Detailed design of the building was advanced in 2017 and tenders were sought in late 2018. It is intended to start construction works in early 2019.

### UCC Sports

The university also plans to develop a new Centre of Excellence for Sport at our lands on Curraheen Road. The project will incorporate new all-weather and grass pitches and a modern pavilion with changing rooms, team rooms, catering facilities. A Sports Strategy is well advanced and will inform the scope of the development at the new Curraheen site. A feasibility study for the project is completed. It is planned to proceed to the planning process in 2019. This project will allow UCC to vacate the existing sports facilities to allow for the phased development of the Cork Science and Innovation Park (CSAIP).

### Business School

UCC purchased No 1 Lapps Quay/15 Parnell Place in the city to develop a new centre for executive education in Cork. The new Centre for Executive Education was opened on 26 November 2018 by Minister Simon Coveney. In addition, UCC has ambitious plans for a major business school development to incorporate the existing academic departments and to provide an integrated facility for business undergraduate and postgraduate studies, and research. A cost benefit analysis has been completed for the project and a site appraisal process is underway. It is hoped to acquire a suitable site and progress design works in 2019.

### 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 postgraduates and the growing international cohort of students. We continue to seek appropriate development/acquisition opportunities. UCC acquired 418 beds at Victoria Mills and a number of other opportunities are being explored. We also acquired the Crow's Nest site in 2017 and appointed a design team (led by McCullough/Mulvin) to progress the design of the project. A planning

**GOAL FIVE****Fund & Build**

application was submitted under the Strategic Housing Development Act to An Bord Pleanála for 255 beds alongside a new student medical facility in November 2017. Planning approval was achieved in March 2018. Tenders have been sought and it is expected to commence construction in early 2019 and complete the project for the 2020/21 academic year. UCC welcomes international student accommodation providers who have plans to develop purpose-built student accommodation in close proximity (walk, cycle, bus) to the university. The plan will mean accommodation for up to 2,000 students.

**Kane Building**

A major refurbishment of the 1970 Kane building is a priority project for the university. A design team has been appointed to develop an overall master plan and phasing strategy for the project. It is hoped to finance this project through a combination of state support/philanthropy.

**Tyndall National Institute**

A number of projects are underway at Tyndall. A design team has been appointed to redevelop the Phase 3 building. Tyndall have other major process equipment projects and plan for a major new development on the North Mall site.

**Cork Centre for Architectural Education**

UCC/CIT's joint degree programme in architecture relocated in June 2018 to a new high-quality facility in the Western Apex of Nano Nagle Place at Douglas Street in the city. The new premises will provide enhanced and longer-term facilities for this programme. The new facilities are part of an overall redevelopment of this historic site including a heritage centre and other community-based facilities.

**Other Projects**

A design team has been appointed for a new dental school at Curraheen. A clinical medical school facility is planned for the CUH campus in collaboration with the HSE. We will occupy space in the recently completed Primary Care

Centre in Gurranabraher. UCC has plans for other major capital developments including a Creative Hub for the College of Arts, Celtic Studies and Social Sciences.

As part of the university's privately funded environmental plan, a new pedestrian bridge and landscaped area was opened in December 2018 at Perrott's Inch. Following a joint venture with Cork City Council, UCC took possession of 5, Grenville Place where George Boole lived while Professor of Mathematics at Queen's College Cork. A design team to progress the fit-out was appointed in December 2018.

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. A number of refurbishment/infrastructure projects were progressed in 2017/2018. 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 tenders will be assessed in early 2019.

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 is looking forward to a major injection of state funding to support the university's infrastructure model Ireland 2040 – National Development Plan. 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.



## Governing Body Membership

**1 JULY 2017 – 30 JUNE 2018**

**Chief Officer:** Patrick O'Shea, President

**Chairperson:** Dr Catherine Day

**Senior Officer:** Professor John O'Halloran,  
Deputy President and Registrar

**Professors/Associate Professors:**

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

**Academic Staff**

**(other than Professors/Associate Professors):**

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

**Staff (other than academic staff):**

Sinead Hackett  
Gary Hurley  
J.P. Quinn

**Students:**

Martin Scally, President, Students' Union  
Seán Ó Riabhaigh, Deputy President,  
Students' Union

**Postgraduate Student:**

Therese Collins, 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 and Training Board)

**Nominees of the Minister for  
Education and Science:**

Alan Crosbie  
Professor Adrian Dixon  
Dr Beatrice Doran

**Graduates:**

Owen Dinneen  
Dr Rosarii Griffin  
Dr Valerie Mannix

**Lord Mayor of Cork:**

Cllr Tony Fitzgerald

**Mayor of the Metropolitan  
District of Waterford:**

Cllr Seán Reinhardt

**Nominees of the National  
University of Ireland:**

Nuala O'Connor  
Dr Dermot O'Mahoney

**Nominees of the Councils of the  
administrative counties of:**

Cork – Cllr Bernard Moynihan  
Waterford City and County –  
Cllr Pat Nugent (Mayor of the City  
and County of Waterford)  
Kerry – Cllr Aoife Thornton  
Limerick – Cllr Eddie Ryan  
Joint County Councils of Tipperary –  
Cllr Michael Fitzgerald