



A TRADITION OF INDEPENDENT THINKING



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

PRESIDENT'S REPORT 2018/2019

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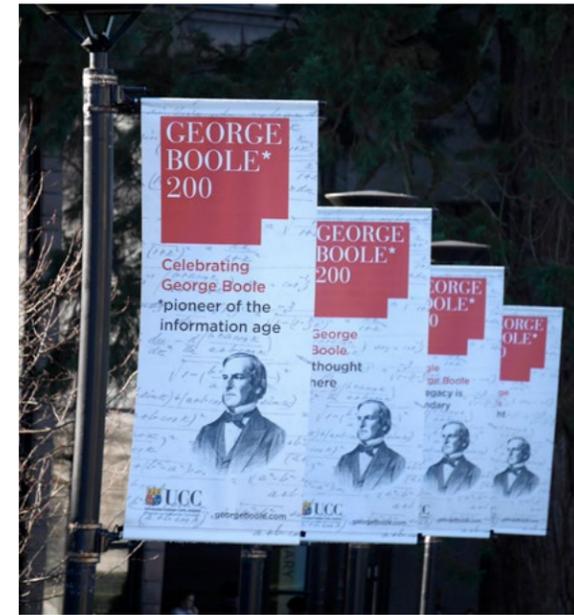
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President's Foreword



UCC was named the first third level institution outside the US and Canada to win the gold Sustainability Tracking, Assessment & Rating System (STARS) rating from the Association for the Advancement of Sustainability in Higher Education (AASHE) this year. The accolade celebrates the work of the UCC Green Campus Programme and Green Forum in implementing our sustainability strategy.

Our new innovative Agricultural Science degree, anchored in the School of Biological, Earth & Environmental Studies, and in the Animal & Grasslands Research Centre in Teagasc Moorepark, allows our students to experience the excellence of both UCC and Teagasc.

Celebrating 15 years in operation, APC published their new report "*Mining Microbes for Mankind - 15 Years of Impact*". The report outlines the impact of APC research on society and on the Irish economy.

An Tánaiste and Minister for Foreign Affairs Simon Coveney TD officially opened UCC's Centre for Executive Education at Lapps Quay in Cork in November. This expansion and immersion of our campus in the heart of the city is hugely exciting and important for UCC as we look to the future and continually adapt to market needs.

Our *Academic Strategy 2018-22* launched in December and sets out a roadmap for UCC's academic ambitions over the coming years. The Strategy outlines a new and holistic approach to education that champions the capacity for independent thinking and enquiry, equipping students with the skills required for our rapidly evolving labour market, society and environment.

UCC is a connected university and sports play an important role in connecting student and alumni communities. The UCC Sports Strategy, launched in early 2019, builds on our rich sporting heritage and is designed to promote excellence in sport across research, education, performance and facilities.

In February, UCC (via ACE) was invited to host the ASEM (Asia-European Meeting) Education and Research Hub for Lifelong Learning (ASEM-LLL-Hub) for the next five years. This is an

important opportunity for Ireland to play an influential role in capacity building, especially in South-East Asia, with long reaching positive impacts for education and research.

UCC was part of a national delegation, led by the Minister for Education and Skills Joe McHugh TD, that travelled to China in March. Eight universities and institutes of higher education in Beijing and Shanghai were visited with the aim of strengthening partnerships in education and research.

UCC benefitted from the acquisition of Myrtle Allen's archive of research records this year. Dr Allen's detailed research on the importance of high-quality home grown produce and memoirs will be stored in the Boole Library and we established an annual Myrtle Allen Memorial Lecture in honour of this pioneer in Irish food.

Following an assessment of the university's Green Flag programme by the Environmental Education Unit in An Taisce and the Department for Communications, Climate Action and the Environment, we became the world's first university to be awarded a fourth Green Flag.

Professor Patrick G. O'Shea
President UCC

UCC at a Glance

RANKINGS 2018/2019

| | |
|---|------------------------------------|
| QS World Ranking | 310 |
| Sunday Times Irish University Ranking | 2 |
| Times Higher Education World University Rankings | 301-350 |
| Times Higher Education World Impact Ranking | 21* |
| UI Green Metric Ranking | 9 |
| QS Graduate Employability | 251-300 |
| THES Impact | 21 (Worldwide), 1 (Ireland) |



*Within 21st in the world, 1st in the world in relation to responsible consumption and production

REGISTRATIONS

| 2018-19 | | FT | PT | DL | Online | Total |
|-----------------|-----------------------|---------------|--------------|------------|----------|---------------|
| UG | UG Cert/Dip | 218 | 40 | 0 | 0 | 258 |
| UG | UG Degree | 13,628 | 64 | 0 | 0 | 13,692 |
| UG | UG Master's Qualifier | 0 | 0 | 0 | 0 | 0 |
| UG | UG Occasional | 0 | 24 | 0 | 0 | 24 |
| UG | Total | 13,846 | 128 | 0 | 0 | 13,974 |
| PG | PG H/PGCert/Dip | 258 | 324 | 0 | 0 | 582 |
| PG | PG Master's Research | 160 | 45 | 0 | 0 | 205 |
| PG | PG Master's Taught | 1,765 | 589 | 154 | 0 | 2,508 |
| PG | PG Occasional | 0 | 226 | 0 | 0 | 226 |
| PG | PG PhD | 890 | 115 | 0 | 0 | 1,005 |
| PG | PG Prac Docs | 44 | 14 | 0 | 0 | 58 |
| PG | Total | 3,117 | 1,313 | 154 | 0 | 4,584 |
| ACE | ACE - Level 6 & 7 | 0 | 1,030 | 0 | 0 | 1,030 |
| ACE | ACE - Level 8 & 9 | 0 | 635 | 0 | 0 | 635 |
| ACE | ACE - Occasional | 0 | 55 | 0 | 0 | 55 |
| ACE | ACE - Short Courses | 0 | 1,057 | 0 | 0 | 1,057 |
| ACE | Total | 0 | 2,777 | 0 | 0 | 2,777 |
| Visiting | Visiting | 1,502 | 0 | 0 | 0 | 1,502 |
| PG | PG Visiting | 10 | 0 | 0 | 0 | 10 |
| Visiting | Total | 1,512 | 0 | 0 | 0 | 1512 |
| TOTAL | | 18,475 | 4,218 | 154 | 0 | 22,847 |

International Students (by Nationality) **4,829**

GRADUATIONS

| | CACSSS | CBL | CSEFS | CMH | CACE | IMI | Total |
|--|--------------|--------------|--------------|--------------|------------|------------|--------------|
| Degree | 1,140 | 721 | 853 | 589 | | | 3,303 |
| Certificates and Diplomas | 3 | 49 | 9 | 126 | | | 187 |
| ACE Certificates and Diplomas | 74 | | 13 | 26 | 463 | | 576 |
| ACE Degrees | | | | | 7 | | 7 |
| Total | 1,217 | 770 | 875 | 741 | 470 | | 4,073 |
| Doctorates | 64 | 20 | 96 | 40 | | | 220 |
| Masters - Research and Taught | 585 | 599 | 293 | 223 | | | 1,700 |
| Certificates, Diplomas and Higher Diplomas | 253 | 18 | 50 | 200 | | | 521 |
| ACE Masters | | | | | 42 | | 42 |
| ACE Diplomas and Higher Diplomas | | | | 38 | 182 | | 220 |
| IMI Masters | | | | | | 97 | 97 |
| IMI Certificates and Diplomas | | | | | | 484 | 484 |
| Total | 902 | 637 | 439 | 501 | 224 | 581 | 3,284 |
| Total | 2,119 | 1,407 | 1,314 | 1,242 | 694 | 581 | 7,357 |

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.

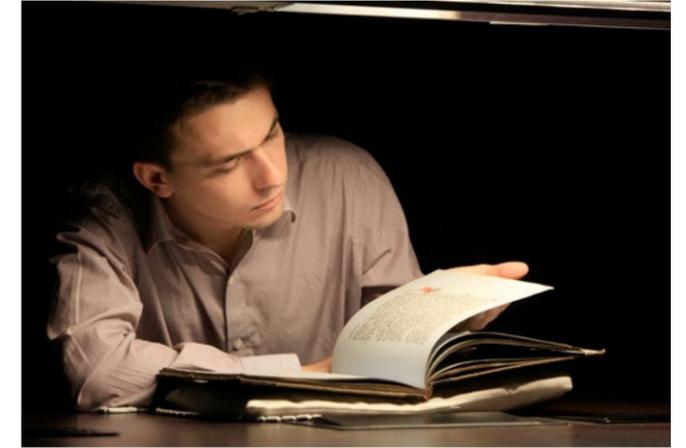


GOAL ONE

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.

GOAL ONE
Learn



Deputy President & Registrar's Functional Area

Following the appointment of Professor John O'Halloran as Deputy President & Registrar in February 2018, there was a significant restructuring of the Deputy President & Registrar's Functional Area to align with the strategic objectives of the university. This was supported by the appointment of a number of leadership positions including: Dean of Graduate Studies; Dean of Undergraduate Studies; Director of Recruitment and Admissions; Director of Academic Services; Director of Student Experience; and Head of Access and Participation.



Academic Strategy 2018-2022

UCC's first ever *Academic Strategy (2018-2022)* was launched in December 2018 following almost a year of development and sets out a roadmap for our academic ambitions over the coming years. It focusses on six key priority areas:

1. Develop a Connected Curriculum, building on existing strengths and best practice globally.
2. Align curriculum offerings with demand and with teaching and research priorities.
3. Constructively align effective assessment practices with learning outcomes.
4. Facilitate students' development of core values and graduate attributes.
5. Establish a student enrolment plan that aligns with student recruitment targets.
6. Reform academic governance such that innovation is enabled, coherence is restored and risk is reduced.

The implementation of this strategy will be achieved by working with all schools and colleges, and with individuals, to deliver on each of the 35 priority actions. External funding has been secured for a number of key projects and 83% of the priority actions of the Academic Strategy are now underway, with a number of actions already completed.

A number of strategic projects led by the Deputy President underpins the implementation of the Academic Strategy, including the 'Student Administration Systems' project, which will upgrade and modernise our student data management systems. The 'Student Service Redesign' project will transform student service delivery and includes the Student Central team based in the Hub building, which will be the single point of contact for all student enquiries relating to academic administration. The new Hub building will provide an accessible, modern facility in the heart of our campus offering a range of student services under one roof, which will significantly enhance the student experience at UCC.

GOAL ONE

Learn



Together, these projects comprise the *Connected University Programme* of transformation at UCC. The Connected University Programme will have a university-wide impact and will deliver an innovative academic mission committed to scholarship and education. The enhancement of student services on campus and online will lead to increased administrative efficiency for students and for staff of all colleges, which will save time and enable a better student experience. The clear structures and objectives of the connected university framework will underpin development at UCC and will guide our responses to the opportunities and challenges of the future, enabling our staff and students to pursue excellence in research, learning and teaching.

Academic Affairs and Governance

A review of academic decision-making was undertaken by a team comprised of senior national and international experts appointed by the Quality Enhancement Committee with a remit to assess academic decision-making and the conduct of academic business at university, college and school levels within UCC. A peer review group report of the key findings and recommendations was completed in October 2018.

A project to deliver an Academic Policy Portal for UCC was undertaken and a Policy Support Officer was appointed with primary responsibility for establishing and maintaining a centralised Academic Policy Portal. This answers a long-standing need to provide students and staff with access to up-to-date academic policies in one location.

UCC became the first Irish university to have a formal policy and procedure in relation to the withdrawal of academic awards. This has been enabled through an amendment of the Principal Statute to allow a formal mechanism for the processing of a request for the withdrawal of an award within the university and its transmission through the Governing Body to the Senate of the NUI.

In addition to transacting the academic business of the university, Academic Affairs and Governance has introduced the concept of inviting an outside speaker to provide a wider context and to stimulate debate. Speakers for 2018–2019 included: Lord David Puttnam, British filmmaker and educator; Dr Attracta Halpin, NUI; Professor Alan Barrett, ESRI; Jim Miley, IUA; Professor Jane Ohlmeyer, Irish Research Council; Professor Michael Murphy, EUA; Claire McGee, IBEC.

Recruitment and Admissions

Recruitment and Admissions, encompassing the Admissions Office, Graduate Studies Office, the International Office and Scholarships and Prizes, was established in late 2018 as part of the strategic re-structuring within the Deputy President & Registrar's Functional Area. This new directorate is responsible for delivering key functions in the areas of undergraduate and postgraduate recruitment, admissions and retention, including scholarships and prizes.

CAO Admissions Highlights 2018

UCC has seen a 2.5% rise in CAO demand for programmes since 2014. During that timeframe (2014–2018), the intake of first-year EU undergraduates to UCC has grown by 3.7%. Despite the total number of applications to CAO decreasing by 1.2% in that period, UCC has maintained 15% of the university first-preference share in 2018. 2018/19 saw the admission of 861 students via the Access routes, which is 23.6% of the total CAO intake.

UCC continues to attract high-achieving students:

- 689 students nationally achieved 600+ points in 2018; 96 (13.9%) of these are now registered UCC students across a range of programmes in all colleges.
- 11.7% of the 153 CAO applicants nationally who achieved the maximum of 625 are registered for UCC programmes.
- 11 Quercus Talented Student Scholarships were awarded to new entrants.
- One first-year entrant is a former BT Young Scientist category winner.

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International Students

- During 2018/19, undergraduate student numbers, including ACE and Visiting Students, increased to 16,552.
- During this time UCC increased its international student representation at undergraduate level by 141 students (9%) vis-à-vis the previous year (from 1,553 in 2017/18 to 1,694 in 2018/19).



Undergraduate student enrolment trend 2015/16–2018/19

Undergraduate Student Recruitment

Recruitment activities in 2018–19 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. This figure currently sits at 15,000, a reduction in the print run of 25% following the ideals of UCC’s green campus initiative and pursuit of the UN Sustainable Development Goals.

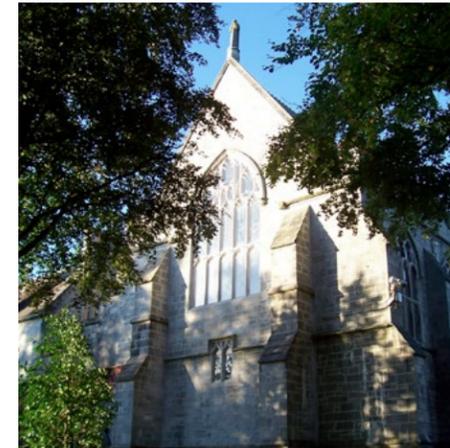
First-Year Students

Support of first-year students is a core function of the Admissions Office. The 2018 orientation programme attracted 98% of incoming students. In addition, over 2,000 visitors attended the Freshers’ Fest in September 2018. The Change of Course Policy, introduced as a retention initiative, is growing in popularity, facilitating over 120 students in 2018.

The Admissions Office worked in close collaboration with the Skills Centre, Student Records and Examinations, and the colleges to ensure that all students who failed examinations at the end of Semester 1 and 2 received support. In addition, the First Year Experience Coordinator facilitated approximately 480 one-to-one meetings. UCC continues to be the leader in Irish higher education with a first-year progression rate of 93% in 2018/19, which compares very favourably with the most recently reported national average retention rate of new entrants to universities of 86% (HEA 2016).¹

As part of the Academic Strategy 2018–2022, the university examined its enrolment and recruitment criteria at both undergraduate and postgraduate level for all programmes. In line with Priorities 2 and 5 of its Academic Strategy (2018–2022), the UCC team have embarked upon an appraisal of the range of programmes and modules offered to potential students along with ensuring that the programmes offered by UCC are aligned with both regional and national needs.

¹The report shows that 86% of the 2014/15 first-year undergraduate new entrants to publicly funded higher education institutions progress to second year. Miriam Liston, Victor Pigott, Denise Frawley and Dawn Carroll, ‘A Study of Progression in Irish Higher Education 2014/15 to 2015/16’, a report by the Higher Education Authority, May 2018.



Quercus Talented Students Programme

This scholarship programme is now in its fifth year and received a total of 163 applications across its four strands for the 2018/19 academic year. Among this new cohort is Olympic silver medallist and triple world rowing champion Paul O'Donovan, who started as a graduate entry medicine student in September. Quercus Active Citizen Scholar Alan Hayes began his term as Students' Union President in July 2018 and on 9 September three sports scholars, Amy O'Connor, Libby Coppinger and Hannah Looney, were on the victorious Cork senior camogie side that retained their crown as All-Ireland champions.

Graduate Attributes Programme

UCC launched a unique, transformative Graduate Attributes Programme in 2019, which will advance the development of students' academic, specialist and technical competencies, equipping them with transferrable skills that can be applied in life-wide contexts. A key focus will be on the development of core values and graduate attributes which will be embedded in the academic curriculum and nurtured through curricular and extracurricular activities. This initiative will provide a holistic educational approach to develop character, professionalism and the capacity for critical and creative thought and will nurture students' ability to be more socially minded and civically engaged in their communities.

Based on extensive consultation with stakeholders, the following core graduate attributes and values are prioritised for the life cycle of Academic Strategy 2018–2022:

- Creators, evaluators and communicators of knowledge
- Independent and creative thinkers
- Digitally fluent
- Socially responsible
- Effective global citizens, who recognise and challenge inequality
- Respect
- Ambition
- Compassion
- Resilience
- Integrity

External funding was secured to support our Graduate Attributes Programme from the HEA Innovation and Transformation Programme 2018, and from the Tomar Trust. This funding is supporting the development of a pilot Graduate Attributes Programme, which is predominantly targeted at undergraduate Arts Students. Delivery of a suite of initiatives within the programme is focusing on the different stages of students' transition in, through and out of the university. The overarching objective of our programme is to enable a successful student journey, which will prepare students for their future.



GOAL ONE
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Student Experience

UCC was awarded Best Third Level Institution at the Education Awards 2019. These awards recognise, encourage and celebrate excellence in the third level education sector on the island of Ireland in both state and privately funded institutions. The award categories highlight the key areas that impact on student performance and provide opportunities for educational institutions to have their achievements recognised across the various important facets of their operations.

Supporting Transition to Work and Further Study

In spring 2019, the 4,829 graduates of 2018 were surveyed by questionnaire, email and telephone. A response rate of 75% was achieved. Overall, 90% were in employment or further study with a historically low figure of 2% of primary degree graduates seeking employment and 8% were not available for work. Key points include:

- 56.1% of all the graduates who responded reported that they were in employment.
- 33.9% had continued onto further study, the bulk of these being Level 8 graduates continuing onto a Level 9 degree.
- 2% were actively seeking employment and the remaining 8% were not available for employment for reasons primarily related to travel, volunteering and exploring career development opportunities abroad.

Student Residential Services and Community Relations Office (SRSCRO)

The SRSCRO is responsible for Student Residential Services, Campus Watch and Community Relations.

Student Residential Services

The SRSCRO runs an International Accommodation Placement Service to support students in finding safe and secure accommodation prior to their arrival in UCC.

- 1,063 International full-time undergraduate and postgraduate students applied to seek help through the service, an increase of over 150% from the previous year.
- 703 students were offered accommodation by this service, an increase of 219%.
- It is important to note that the SRSCRO ensured that all international students were offered, or found, safe accommodation.

The SRSCRO also runs a First Year Placement Service for CAO students who have received an offer to study in UCC but have not secured accommodation.

- 569 first-year students declared without accommodation in the first three days after the CAO offers were released.
- The SRSCRO communicated with all students to ensure everyone received an offer of, or found, suitable accommodation.

Campus Watch

Campus Watch considers formal complaints against registered UCC students where a breach of the UCC student rules may have occurred.

- 97 complaints were made about UCC students during the academic year 2018/19 from local residents, Gardaí, staff and students. This translated to a reduction in complaints of 35% from 2017/18 to 2018/19.
- Due to ongoing collaboration between UCC, the Students' Union, local residents, Gardaí and other key stakeholders:
 - Complaints decreased by 60% between Freshers Week 2017 and Freshers Week 2018.
 - Complaints decreased by 33% between Raise & Give Week 2018 and Raise & Give Week 2019.

GOAL ONE

Learn



- €4,450 was collected for the Student (Benefaction) Hardship Fund in the 2018/19 academic year from charitable contributions and fines through Campus Watch.

The SRSCRO acts as a link between the local neighbourhood and the university. The office engages with all stakeholders through:

- Resident association meetings
- South Central Safety Forum
- Anglesea Street district management meetings.

In 2018, the SRSCRO delivered 1,500 rent books to all houses in the local area, which highlighted 'Respect and Responsibility', the students' obligations in and out of their rental properties and tenancy rights.

Students' Union Activity

2018-19 saw the securing of funds from the Student Charges and Fees Forum towards mental health services within UCC. The academic year also saw the development and drafting of a student mental health policy, namely the creation of a link between UCC Niteline and UCC Student Counselling and Development to further support students who avail of the Niteline service. The Students' Union supported the Alumni and Development Office with their mental health fundraising campaign 'Don't Hide It, Mind It'. The Students' Union also initiated a weekly 'Breakfast Club' in conjunction with Disability Support Services.

Sustainability

The Students' Union provided over 4,000 reusable coffee cups to all incoming first-years thanks to funding from the Student Charges and Fees Forum as well as the Southern Waste Management Board, with both bodies giving €10,000 each. The issue of sustainability is of paramount importance to both the university and Students' Union and we are proud to support the Green Campus project.

Sport and Physical Activity

UCC launched an ambitious sports strategy in February 2019. The four-year strategy - created after six months of consultation with UCC's 55 sports clubs and the wider UCC and Cork sporting community - was launched by Olympic rowing hero Paul O'Donovan and athlete Mary Fitzgerald, who recently won three gold medals at the 2019 IWAS World Games.

UCC plans to develop a new UCC Sports Park in Curraheen to replace its current facilities at the Farm in Cork. A new sporting club, 'Sport for Life Club - Many Tribes, One Team', will be launched to connect players, volunteers, sponsors, supporters and alumni.

Other plans include the launch of a new #ActiveUCC sports participation programme and for a UCC Sport Hall of Fame Day to become an annual fixture. In addition, a new line of UCC Sport Skull and Crossbones-branded apparel will be developed.





Fifty-five sports clubs were active in UCC during 2018/19 providing sport and physical activity at all levels to the students. There were over 4,500 members of clubs and 13,000 students who activated membership of the Mardyke Arena during the academic year. Major success in the sports arena included:

- UCC completed a unique double in capturing both the Fitzgibbon and Sigerson Cups in hurling and football.
- UCC Soccer Club were winners of the Collingwood Cup (men) and Kelly Cup (women). UCC men's team were crowned Munster Senior League champions, crowned O'Connell Cup winners and were beaten Beamish Cup finalists. Former UCC Soccer Club Roy Keane Scholarship recipient Sean McLoughlin signed a professional contract with Hull City FC following a tremendous season with Cork City FC.
- UCC's camogie team were Ashbourne Cup finalists in 2019.
- IWAS World Games: Mary Fitzgerald (Quercus Scholar): 1st – Discus, women's F40 category; 1st – Shot put, new Irish record of 6.26m; and 1st – Javelin, women's F40 category.
- UCC was well represented on the Irish Senior Women's Ultimate Frisbee team who were crowned European champions for the first time with Emma Healy, Bríonagh Healy and Sinéad Dunne all current students, and UCC graduates Michelle Leahy (coach), Cliona Doyle, Sinéad O'Shiel Fleming and Kelly Hyland part of this historic win.

Access and Participation

A key strategic priority for UCC is ensuring that the student body reflects the diversity and social mix of Ireland's population. A new structure for Access and Participation was established in January 2019. UCC appointed a Head of Access and Participation to lead and oversee the university's Access services, the Disability Support Service, Mature Student Office and UCC PLUS+ Programme. The work spans the student life cycle, commencing with outreach work to primary schools and supporting students' right through to employment.

In 2018-19, an estimated 7,000 prospective students, teachers and parents engaged with Access services. 23.6% of first-year undergraduate students entered University College Cork via Access pathways. In all, 3,323 students were supported by Access and Participation services in UCC.

Key Achievements in 2018/19

• Disability Support Service (DSS) Employability Forum

The DSS Employability Forum was established in collaboration with partner companies in March 2019. The forum supports employers to develop greater diversity in the workplace. Knowledge and understanding is developed through the forum, which facilitates the sharing of advice and information on employing staff with disabilities. Good practice around the recruitment and selection, training and development of students and graduates with disabilities is explored. Forum member organisations include Aldi, Amazon, Apple, Boston Scientific, Care Choice, Dell EMC, Eli Lilly, Hovione, HubSpot, Janssen, DePuy, Kingsley Hotel Group, Stryker, UCC, VMware, Crann Centre.

• Disability Support Service Mentoring Programme

54 students took part in the DSS Mentoring Programme. Professionals from companies including Apple, Janssen, Boston Scientific, Dell EMC, Morgan McKinley, and Stryker mentored students. Feedback from mentors and mentees was very positive and the programme is set to grow further in 2019/20.

• Disability Support Service Internship Programme

16 students undertook paid summer internships with the following employers: Apple, Janssen, HedgeServ, DePuy, and Eli Lilly. The application process was very competitive with over 200 applications received. For some of the students, the internship represented their first experience of a professional work environment.



Student Financial Support

- Over €1.15m was provided to 1,500 students in direct financial support in the 2018/19 academic year.
- Recent developments in the area of financial support include the provision of 1916 Bursary Awards valued at €5,000 per annum for students from sections of society that are significantly under-represented in higher education and sanctuary scholarships for refugees or asylum seekers who are not eligible for state supports.

Regional Collaboration

UCC led the South Cluster in a successful funding application under the HEA Programme for Access to Higher Education (PATH). The SOAR Project was established to deliver the South Cluster inter-institutional collaboration on Access. The project brings together Cork Institute of Technology, Institute of Technology Carlow, Institute of Technology Tralee, University College Cork and Waterford Institute of Technology together with community partners to collaborate on devising and delivering regional strategies to increase access to higher education for under-represented groups.

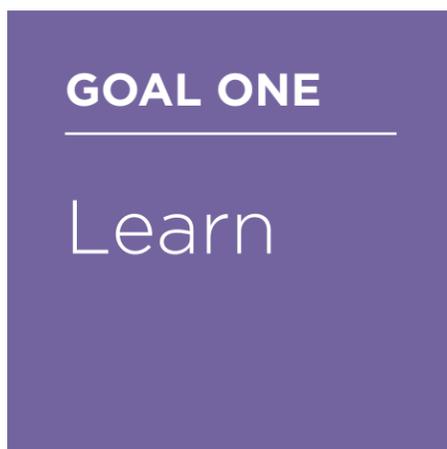
Five work streams have been established to operationalise the cluster approach to widening participation:

- Travellers in Education
- Enabling Transitions
- Connecting Communities Connecting Curriculum
- 1916 Bursaries
- Partnership for Access.

Ionad na Gaeilge Labhartha

Ionad na Gaeilge Labhartha continues to develop and advance in line with the university's Strategic Goals 2017–2022. In line with Goal One, new courses were developed and delivered to both Irish and international students of Medicine, Public Health, and Computer Science; this means that Irish is now taught within credited modules in all four of UCC's colleges. Existing credited courses for overseas students continued to be enhanced, both on the main campus and on the Gaeltacht campus, Dún Chíomháin. The learning experience of students is greatly enhanced by the opportunities offered to engage with the living language in Corca Dhuibhne. A notable example is the contribution of our colleagues in Dún Chíomháin to the success of An Seimeastar Gaeltachta, which enabled second-year students of Irish and History to spend the first semester living and learning in Corca Dhuibhne. This work has been at all stages underpinned by best international practice in learning and teaching.

Members of Ionad na Gaeilge Labhartha engage widely with community on local, national and international levels. Through our engagement with community groups such as Gael-Taca, our membership of boards of management and through our provision of a broad range of courses for members of the public we have made a creative and productive contribution to the growth and development of the Irish language. Through the Erasmus programme staff have delivered courses and engaged with faculty and community in Galicia, Cantabria and Germany. Staff attended international conferences and functioned as external examiners in other jurisdictions from Derry to South Africa.



UCC Learning and Teaching

New Vice President for Learning and Teaching

During 2018–2019, several organisational changes took place in the Office of the Vice President for Learning and Teaching (OVPLT). In December 2018, Dr Marian McCarthy, Interim Vice President for Teaching and Learning, retired from UCC after more than 40 years of dedicated service. Marian's contribution to UCC is incalculable and her legacy lives on through the Centre for the Integration of Research, Teaching and Learning (CIRTL), which she was instrumental in founding and developing into the internationally recognised centre it now is.

Professor Paul McSweeney, former Head of School, Food and Nutritional Sciences, started in his new role as Vice President for Learning and Teaching on 1 December 2018.

Excellence in Learning and Teaching

UCC was the only Irish university to be placed within the top 50 European universities in the inaugural Times Higher Education Europe Teaching Rankings in 2018.

The number of participants in UCC's accredited Learning and Teaching courses has increased steadily since they were launched, and this has been further enhanced in recent years as the university moved to online provision. UCC is unique nationally as more than 70% of its staff have engaged in professional development in Teaching and Learning in Higher Education. This figure exceeds national targets and sets the benchmark for other universities across Ireland.

In 2018, 77 Higher Education staff embarked on the online Postgraduate Certificate in Teaching and Learning at CIRTL. 29 progressed to the PG Diploma in Teaching

and Learning, while 15 progressed to the Masters Degree in Teaching and Learning. The fully online Certificate and Diploma programmes in Teaching and Learning in Higher Education are the only programmes of their kind in the NUI sector, and the Certificate is UCC's largest postgraduate programme in terms of student numbers.

The President's Awards for Excellence in Teaching at UCC continue to be run annually, recognising and rewarding excellent teaching. UCC was the first university in Ireland to introduce a Teaching Awards recognition scheme. Launched in 2002, this award scheme is now in its seventeenth year, and since 2017 nominations for the awards have been opened to students and alumni, with both communities engaging in the nominations process.

In early 2018 a new awards scheme, the Teaching and Learning Enhancement Fund, was established by OVPLT whereby a number of small grants of less than €2,000 were competitively applied for and awarded. The aim of this fund is to encourage and support transformational change in teaching and learning at UCC by supporting staff to develop their teaching in innovative ways. There was an incredibly positive response to this call. €30,000 in small grants of up to €2,000 per funded project was disbursed. Awardees publicly shared the learning elicited from their grants via a seminar series in 2018/19.

Visiting Scholar Programme

CIRTL's Visiting Scholar Programme and Seminar Series continued to be popular with 182 staff members attending the Seminar Series in 2018.

CIRTL offers a suite of staff development activities for visiting academics from partner universities including one-month, three-month and six-month programmes. The Centre has supported 218 staff and PhD students in the Programme for Visiting Lecturers to date from Asia, Europe, and North, Central and South America.



During summer 2018, CIRTl and the Language Centre hosted 70 international visiting scholars and PhD students from nine universities from China, Malta, Guatemala and Mexico. The international summer school in teaching and learning focuses on the theme of Teaching for Understanding and Making Learning Visible in higher and further education.

New Projects

OVPLT/CIRTl were also recently successful in another Erasmus+ Capacity Building project bid. The 'Innovative Teacher Education through Personalized Learning' project will run from 2018 to 2021.

UCC has been successful in an application to participate in the second European Universities Association (EUA) thematic peer group initiative. This competitive initiative provides selected universities with an opportunity for exchange of institutional experience. UCC's peer group will focus on 'promoting active learning in universities'. This will culminate in a report drawing on best practices shared between the group members.

Led by Dr Laura Lee, CIRTl was successful in an application to the Government of Ireland Mobility Programme. The team was awarded €8,640 to travel to three different institutions in Canada and the UK to support work on the development of an international language of teaching and learning spaces to enhance student learning.

New Developments in Adult Continuing Education

Adult Continuing Education has seen considerable growth in UCC over the last three years, increasing its non-exchequer funding by 17%. This has allowed it to meet the university's objective in widening access to third-level education through on-site delivery in local communities and industries all over Ireland, the development of online programmes, as well as through projects and

collaborations, such as the Cork Prison Initiative, Learning Neighbourhoods, Skellig CRI, and an RPL project.

This year, ACE was delighted to present new programmes including a Certificate in Practice Support in Social Farming. This Level 6 Special Purpose Award is the first programme of its kind in Europe, which provides education and training opportunities to those working with people with disabilities both on and off host farms in the role of support workers.

The first intake on the new Postgraduate Diploma in Trauma Studies began their studies at the end of January 2019. Designed and delivered in partnership with Criminology in UCC and the WAVE Trauma Centre in Belfast, this wholly online programme is the first of its kind on the island of Ireland.

The Certificate in Mental Health in the Community, run in partnership with Mental Health Ireland, was rolled out to a further three outreach locations in January 2019, including Dublin, Knocknaheeny and Cork Prison.

Three new industry clients have commenced leadership development programmes with ACE, including Ergo, Asavie and Shire. Further programmes are due to be rolled out to DePuy Synthes, Janssen, and Pfizer.

Lifelong Learning

ACE has been invited to become the second host of the Asia-Europe Meeting (ASEM) Lifelong Learning Hub. Partners in this intergovernmental organisation include the AsiaEurope Foundation (ASEF), the ASEAN Secretariat, China, India, Japan and the European Commission. This highly prestigious development will bring ACE into the global sphere. This is a considerable win for the university and for education in Ireland and aligns with one of the major strategic goals of the university in 'creating value for our community through an international outlook and informed and creative engagement on local and global issues'.

GOAL ONE

Learn



ACE were involved in the Cork Lifelong Learning Festival (19–23 March 2018) again this year. ACE organised the main UCC contribution to the festival under the umbrella of 'The Free University', which included 19 separate events on campus over the five days. ACE continues to develop the curriculum in response to societal and industry needs.

New Virtual Learning Platform

The Centre for Digital Education (CDE), formerly known as Technology Enhanced Learning, was launched in February 2019.

The Centre provides advice and development support to academic staff in the application of technology to education, currently supporting 33 online or largely blended postgraduate and undergraduate programmes across all four colleges and ACE, with an enrolment of over 600 students. Informal Byte Size training sessions are run throughout the year and to date over 400 academic staff have attended. The Centre also supports the development of next generation learning spaces, manages the Library Studio, and has led or participated in nine National Forum for the Enhancement of Teaching and Learning projects.

CDE have now completed the implementation of UCC's new Virtual Learning Environment platform: Canvas. Following an extensive period of research, procurement process and early adopters release in January 2019, there are now 7,571 Canvas courses with 31,099 student enrolments being delivered by 5,293 'staff'. CDE, in collaboration with IT Services, has now delivered 98 training courses to over 892 participants.

CDE remains committed to ensuring flexibility in the delivery and provision of our online and blended programmes. This year, we saw the launch of six new programmes between the College of Arts, Celtic Studies and Social Sciences and the College of Medicine and Health.

Digital Badges and Online Courses

Micro-credentials, or digital badges, are being offered in most of the world's top-ranked universities as undergraduate and postgraduate students and students engaging with Adult Continuing Education increasingly seek recognition for non-accredited extra-curricular contributions made during their studies. Since 2016, through the Office of the Vice President for Learning and Teaching, UCC has been engaged locally, regionally and nationally in designing, developing and delivering innovative digital badge pilot projects. These pilots have demonstrated the opportunity and operational feasibility of digital badges. The delivery of digital badges directly addresses the university's strategic goal of 'Delivering research-inspired teaching and learning with a world class student experience'. The badges refer directly to the university's essential values of Creativity, Responsiveness, Transparency, Scholarship, Freedom of Expression, Integrity, Equality, Diversity and Respect. These badges can be issued to UCC staff and students.

The demand for digital badges within the university has increased year on year with 46 unique badges issued to date and 1,220 earners in receipt of these.

Digital badges offer new and exciting opportunities in the context of learning and development. UCC now offers 33 fully online courses (more than any other Irish HEI), together with the launch and delivery of UCC awarded 'Digital Badges' (micro e-credentials) for staff and students who have undertaken an approved CPD course.

Continuing Professional Development

Following a year-long project in 2015/16, the Centre for Continuous Professional Development (CPD) within OVPLT was established in October 2016, with its primary function being to support anyone in UCC wishing to develop and promote CPD opportunities at UCC. To date it has supported 80 CPD Offerings, 16 CPD Modules and issued 1,215 certificates to learners.

GOAL ONE
Learn



Focusing on raising brand awareness, the CPD website has been restructured and the Centre continues to increase its digital footprint, with increasing social media presence on Facebook, LinkedIn and Twitter.

Application and payment for CPD courses has now moved online.

New additions to the Office of the Vice President for Learning and Teaching (OVPLT)

During 2018-19, three additional departments were incorporated into the OVPLT UCC Language Centre, UCC Skills Centre and the Exam Appeals Office.

The Language Centre in UCC is a long-established, growing and thriving unit in the university with 25 full-time and part-time staff. The Language Centre offers full-time and part-time courses in EFL (English as a Foreign Language) and teacher training courses in EFL (TEFL) year-round.

The Language Centre is the first point of call for organisations and individuals wishing to engage in accredited English Language Training at UCC and operates to the highest international standards and integrity. The Centre is a member of AULC, CercleS, IATEFL and MEI (Marketing English in Ireland) and is recognised by ACELS, a service of Quality and Qualifications Ireland, for English Language Education.

The Centre continues to collaborate with CIRTLL to deliver the innovative International Visiting Scholars Programme for Higher Education staff, combining support for Teaching and Learning in Higher Education with English language development.

Professor Elizabeth Okasha retired as Director of the Language Centre in March 2019, after 42 years' service to UCC. The new Director, Zoe Williams was in place in May 2019.

The UCC Skills Centre, also now housed in OVPLT, provides a dedicated, responsive and active learning space for the enhancement of study, writing and presentation skills and is committed to contributing to a positive and successful student experience in UCC.

The Skills Centre provides a range of customised workshops and sessions and has proven its outstanding dedication and commitment to student engagement, learning and well-being. The Students' Union recognised the impact of the Centre, awarding the Coordinator, Kathy Bradley for Outstanding Contribution to Student Life in June 2019.

Early in 2018, the Exam Appeals function moved from the President's Office to the OVPLT and an Exam Appeals Administrator was recruited to support the Exam Appeals Officer. An improved exam appeal process is now under development, which aims to have the process fully online, providing a better student experience.



GOAL TWO

Create

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

GOAL TWO
Create



UCC continues to be one of the best-funded research universities in Ireland with research income figures for the academic year 2018/2019 showing that UCC achieved an R&D investment of over €105 million. This represents a 25% increase over the last decade, significantly exceeding the Strategic Plan target and setting an historical high for the institution. It is important to note that this was achieved in the context of a challenging national and international economic environment.

Since 2005, UCC researchers have secured over €1.2 billion in research funding investment.

Reflecting the ongoing pressures on government funding, over €31 million of 2018/19 research income (30% of the funding total) was generated from non-exchequer sources, primarily from the European Commission and enterprise sectors. This represents a 123% increase over the last 10 years and was primarily driven by a 144% increase in funding from EU programmes (to €15 million) and a 191% increase in funding from enterprise sources (to €12.3 million).

Despite a mid-programme levelling off in Horizon 2020 calls (reflected in the decrease and levelling off of European funding in 2017/18 and 2018/19), opportunities for additional EU funding will increase significantly in the last year of this back-loaded programme.

With regard to research income sourced from the enterprise sector, UCC's performance in this area is among the best in Ireland, reflecting the institution's long track record of effective and sustained collaboration with key industry partners.

In order to address the key research challenges and deliver real impact, taking both a multi-disciplinary and a global approach is critical. To this end, UCC researchers now collaborate with 3,917 research-performing entities across 140 countries, generating over 8,100 publications, and are ideally placed to leverage these collaborations for success in future exchequer and non-exchequer funding programmes.



Figure 1: Institutions Collaborating with UCC (2014-2019)

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 drawdown target for the programme of €1.25 billion.

GOAL TWO

Create



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. This included the establishment of Prime-UCC, Ireland's first university-based European project management service.

The success rate for submitted proposals supported by Prime-UCC is over **33%**, significantly higher than the EU average of 12%, and projects to the value of **€45.5 million** have been secured. Recently, a Horizon 2020 proposal submitted by UCC, and supported by Prime-UCC, scored **97.2%**, the highest in Europe.

As of February 2020, and underpinned by the success of the Action Plan, UCC researchers had secured **182 Horizon 2020 awards** (63 as coordinator and 119 as partner) from an overall total of 1,100 applications submitted to the Commission. This equates to a success rate of **17%**, versus an EU average of 12%, and is the highest success rate of all Irish universities. In terms of financial drawdown, UCC researchers have won **€89 million** in funding since the start of Horizon 2020 in 2014, which represents 81% of UCC's financial target for the entire Horizon 2020 programme (€110.3 million).

Within Horizon 2020, the European Research Council (ERC) is a body that supports the very best scientists, engineers and scholars in Europe since it was established in 2007. To identify strategies to enhance UCC's performance in ERC competitions, and following a period of detailed consultation, an institution-wide *ERC Enhancement Strategy Implementation Plan* was developed and is currently in the implementation phase.

Vision 2020: The Horizon Network

At the commencement of Horizon 2020, to improve the value of our networks across Europe, UCC became the first Irish member of *Vision2020: The Crowdhelix Network*. This initiative is an Open Innovation network for universities, research organisations, and businesses across Europe seeking funding from the Horizon 2020 programme. Now numbering over 200 member organisations, these entities have secured over €4 billion of Horizon 2020 funding to deliver on more than 6,900 collaborative projects.

Originally set up and based in London, Vision2020 are expanding into Europe in 2019 and, after considering a number of alternatives, have chosen UCC to host their European office. The physical presence of this organisation in UCC promises to provide the institution with significant, additional opportunities to leverage its networking power and help deliver on our ambitious Horizon 2020 targets.

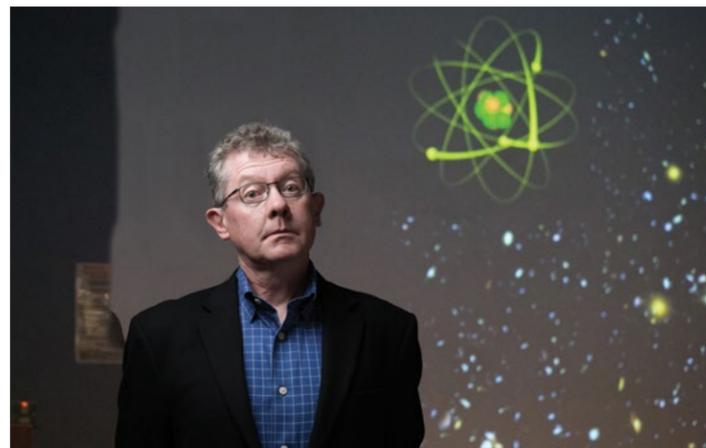
Appointment of Dr Seán McCarthy as UCC Adjunct Professor

Also in support of the key institutional strategic objective to increase UCC's capacity to deliver research excellence and impact, UCC RSS recently announced the appointment of Dr Seán McCarthy (above right) as an Adjunct Professor to work closely with the UCC RSS team.

Seán is a leading expert on European research funding programmes and specialises in the design of training courses for researchers right across the continent, including in 74 of Europe's top 100 universities and research centres. Over the course of his three-year appointment, Seán will work closely with the UCC RSS team and with the wider research community providing expert support for a number of initiatives, including:

- **Developing UCC's Horizon Europe Strategy.** This strategy, which will incorporate 'bottom-up' School-level plans, will focus on positioning UCC to

GOAL TWO
Create



engage effectively at the EC policy level and ensure optimal alignment of institutional priorities with Commission research funding priorities. Specific actions will include maximising the competitiveness of UCC-led proposals, increasing the proportion of UCC researchers that engage with EU funding programmes and broadening the diversity of programmes that we engage with.

- **Training and upskilling Research Officers** throughout the university to maximise the effectiveness of UCC's research support infrastructure.
- **Assisting in the development and delivery of innovative training programmes for UCC's research community** and ensuring that these supports are tailored to the needs of different cohorts of researchers. This will include the delivery of a mentorship programme focused on early career researchers.

Supporting Strategic Action 2 of UCC's Research & Innovation Strategic Plan (2017-2022), these activities, including a project to survey and align UCC's research activity with the United Nations Sustainable Development Goals, will facilitate the development of new and innovative supports that empower UCC researchers to achieve their ambitions and nurture the next generation of Research Leaders.

World Leading Researcher Joins UCC

In December 2018, UCC confirmed the appointment of Professor Séamus Davis (above left) to spearhead a pioneering research programme that focuses on Quantum Materials for Quantum Technology, in a joint appointment with the University of Oxford.

Working closely with UCC Research Support Services, Professor Davis submitted and was successful in securing a Science Foundation Ireland (SFI) Research Professorship and an SFI Infrastructure Award, and a European Research Council Advanced Grant Award through Oxford.

Professor Davis' programme will enhance the growing reputation in Ireland for quantum materials and quantum technology research. In addition, establishing a flourishing joint research programme at UCC and Oxford will enhance the training and experience of the early-career researchers involved.

A former UCC graduate, Professor Davis was most recently the James Gilbert White Distinguished Professor of Physical Sciences at Cornell University and Senior Physicist at DOE's Brookhaven National Laboratory. He is also a Fellow of the highly prestigious US National Academy of Sciences.

UCC Researcher Wins Prestigious Award

Dr J. Griffith Rollefson, School of Music & Theatre (above right), secured a prestigious research award from the European Research Council under the 2019 Consolidator Call. Dr Rollefson was awarded almost €2 million to undertake the world's first global study of hip-hop music and culture. Dr Rollefson and a team of researchers will study hip-hop on six continents and will investigate how and why this highly localised African American music has translated so easily to far-flung communities and contexts around the globe.

Research Publication Outputs

Analysis of scholarly output generated from UCC research activity reveals a steady increase over the last 10 years, in line with other Irish institutions. **2,103 research articles** (as indexed by the Scopus database) were published by UCC researchers in 2018 (the last complete year), a **34% increase** over the last decade.

Comparative analysis of the citation impact performance of scholarly outputs, combined across all disciplines, indicates that all Irish universities have consistently performed above the world average, with UCC publications delivering the highest citation impact since 2016.

GOAL TWO

Create



UCC's success in this regard has been supported by the implementation of a series of ongoing university-wide initiatives by UCC RSS, in collaboration with UCC Library, with the objective of improving the excellence and citation impact performance of our research outputs, and raising awareness of bibliometric analysis as a measure of research impact and the importance of open access.

Example initiatives include:

- Workshops focused on measuring and maximising citation performance, delivered as part of the *UCC Research Skills Training Programme* and which are currently being rolled out more widely across the institution;
- The launch and mainstreaming of the *Nature Masterclasses Online Resource* which provides training, delivered by *Nature* journal editors, to help UCC researchers publish in top-ranked journals;
- The development and implementation of an institutional *High Citation Impact Recognition Scheme* (UCC outputs in the Top 1% FWCI percentile ranking) in 2020;
- The introduction of supports and initiatives to facilitate the archiving of research publications in CORA and in reputable external open access repositories;
- To recognise achievement in this space, a new category of award was introduced to the annual UCC Research Awards programme. The *Open Researcher of the Year* recognises researchers who have embraced the principles of open science in their research process and in the dissemination of their research outputs;
- The launch of an annual President-hosted reception to honour researchers who have published in very prestigious journals including *Science*, *Nature*, *The Lancet* and the *Nature* research titles.

Leadership and Impact in 2018/2019 – Selected Highlights

Research Funding Successes Supporting UCC's Strategic Goals: SFI Research Centres

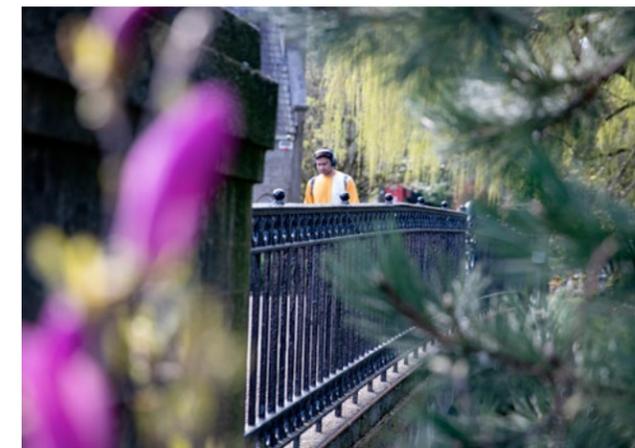
On 9 May 2019, six Science Foundation Ireland research centres were awarded funding as part of Project Ireland 2040 – three of these centres are located within UCC, while our institution co-leads another and is a partner in the remaining two. The SFI centres hosted by UCC that were awarded funding are:

- APC Microbiome Ireland
- The MaREI Centre
- IPIC, the Irish Photonic Integration Centre at Tyndall National Institute
- UCC also co-leads The Insight Centre for Data Analytics

A key goal set out in UCC's strategic plan is to be a leading university for research, discovery, innovation, entrepreneurship, commercialisation and societal impact. As the primary beneficiary of this €230 million investment, our SFI centres underpin a world-leading research ecosystem in the Cork region and have positioned UCC as a 'leading university' delivering significant impact in areas as diverse as renewable energy, the interface between food and health, photonics, and data analytics.

This year, Professor Paul Ross was also announced as the new Director of APC Microbiome Ireland. Since 2014, Paul has served as Head of the College of Science, Engineering and Food Science and has been Deputy Director of APC since 2016. Paul takes over from Professor Fergus Shanahan who has been Director of APC Microbiome Ireland since its foundation in 2003.

GOAL TWO
Create



Highly Cited Researchers

A key objective for UCC, as set out in the Research & Innovation Strategic Plan (2017–2022), is to increase citation impact performance of our research outputs. To achieve this goal, a series of ongoing university-wide initiatives, undertaken by UCC Research Support Services in collaboration with UCC Library, have been implemented to raise awareness of research impact and to highlight strategies to improve performance.

In recent years, reflecting the quality and impact of UCC research, our researchers have featured regularly on global 'highly cited' researcher lists. Most recently, nine ABC Microbiome Ireland researchers – seven from UCC and two from Teagasc – featured in the 2019 *World List of Highly Cited Researchers* as being ranked in the top 1% of their fields. Eight of the researchers were on the 2018 list and, for four researchers, it was their third time featuring on the list. Three of the researchers were also in the cross-field category, which identifies researchers with significant impact across several research fields over the last decade.



Pictured above: Some of the Highly Cited Researchers from APC Microbiome Ireland.

Launch of UCC Innovation

Research and Innovation activities in the HE sector have evolved considerably in the past 20 years. National government strategy recognises that collaboration between higher education institutions and industry is an important contributor to a smart economy. Government funding bodies are also driving the impact agenda, calling on the universities to demonstrate the return on state investment through contributions to the knowledge economy. As the sector has evolved, so too has language used across this sector to describe these broader activities that are now referred to as Knowledge Exchange and Innovation Management. Therefore, this year the University Management Team approved the renaming of the Office of Technology Transfer to UCC Innovation.

This provides an opportunity to refine the service offering of the team as innovation managers tasked with managing UCC's contributions to the knowledge economy at the university – enterprise interface, facilitating our impact footprint.

Key Appointment for UCC Innovation

Dr Rich Ferrie was appointed as Director of Technology Transfer in November 2018. Dr Ferrie spent 18 years at the University of Manchester, where he was Director of Operations and Head of UMIP, the Technology Transfer Office of the university, for the last seven years. Notably, Manchester currently ranks 34th in the world and 8th in Europe in the Shanghai ARWU table, and in 2018 jumped nine places to No. 7 in Europe's Most Innovative Universities Top 100 list.

Rich has an accomplished career in technology transfer, and has served as an invited member of Knowledge Transfer Ireland's International Panel, overseeing its Technology Transfer Strengthening Initiative (TTSI) for six years, during which time the country's growth and reputation in the international technology transfer community has been markedly enhanced. He is also a committee member of PraxisAuril, the Knowledge Exchange and Commercialisation (KEC) training and advocacy organisation, where he directs its course on spinout company creation.

GOAL TWO

Create



A Record Year for Technology Transfer

In July 2019, Knowledge Transfer Ireland published its Annual Knowledge Transfer Survey for 2018. Within this, UCC reported its highest ever number of licence, options or assignment (LOA) agreements with industry (30) to transfer UCC-created IP into the commercial arena. This represented a 15% increase on the previous year, which was itself a record year for UCC and means that in both 2017 and 2018, UCC has executed the highest number of LOAs of all higher education institutions in Ireland. This is a strong marker for our successful track record of collaboration with industry across the university research community and the work we do at the university business interface.

The academic year 2018/19 was also a successful year for UCC in spinout company establishment. UCC has put in place agreements to establish six new companies in areas such as biotechnology, software development and microelectronics. UCC Innovation is continuing to focus squarely on forming spinouts and is leading the Hexagon Technology Pipeline Fund to that end which sees it in partnership with UCD, NUIG, CIT, IT Tralee and GMIT.

Gateway UCC Business Incubator

Gateway UCC Business Incubator (GatewayUCC) is UCC's flagship business Incubator and a key element in the infrastructure supporting entrepreneurship in the Cork city region. There are currently 20 companies working within the GatewayUCC Business Incubator. GatewayUCC has supported 55 fledgling companies including UCC spinouts since its establishment and these companies have created 350 jobs. The economic impact of these jobs in the region is estimated at over €20 million in wages and €7 million in tax revenue. GatewayUCC also provides hot-desk spaces for entrepreneurs and emerging start-ups at the pre-incorporation stage, ensuring a stimulating environment to nurture and explore the feasibility of their business opportunity. Gateway works with research-led companies from Tyndall National Institute, research centres such as MaREI, INFANT, INSIGHT, APC Microbiome Institute, IPIC and all schools and departments.

GatewayUCC also hosts the SPRINT Accelerator Programme, the first structured learning programme for commercialisation in the university, covering the 'A to Z' of how a research-led business start-up is formed. Entrepreneurs are assisted to commercialise their knowledge and to create High Potential Start-Up (HPSU) campus companies. SPRINT was developed to increase the number and the success rate of UCC spinout companies, utilising IP and innovation from the UCC research community. The programme, launched in 2016, is sponsored by Enterprise Ireland, Bank of Ireland, Cork City LEO and Cork City Council and is now recruiting its fourth cycle of researcher-led ventures, and has graduated 30 participants, many of whom are now in receipt of investment from both private and public sources.

SPRINT Accelerator 2019 researcher-led start-ups include ventures developing technologies for radiation monitoring, medtech, point of care diagnostics, brain monitoring detection, sustainability in marine and renewables, cancer care and intelligent probes for the pharma industry.

UCC Consulting

One of the strategic actions in the Research & Innovation Strategic Plan (2017-2022) is to improve UCC's position as a provider of choice for consultancy services based on research excellence in key areas. To deliver on this action, UCC Innovation made a successful pitch to Enterprise Ireland in late 2018 to secure funding for a three-year pilot programme to implement a managed consultancy service, UCC Consulting, a dedicated unit to support the provision of university consultancy services.

UCC Consulting provides supports to UCC academic staff wishing to undertake university consultancy activities. The primary aim of the unit is to offer an efficient end-to-end service to allow academic consultants to focus on applying their expertise to the problem at hand. The secondary aim of the unit in the pilot stage will be to act as an interface with external industry clients, promoting the breadth and depth of knowledge and expertise of research excellence held at UCC. As

GOAL TWO
Create



the unit develops and appropriate processes and systems are implemented, UCC Consulting will increase efforts in marketing and promoting the core expertise of staff and departments wishing to undertake consultancy. Finally, UCC Consulting will play a role in contributing to the governance and reporting of consultancy activities in UCC. In this capacity, the unit will oversee the annual Consultancy Declaration, will have the capacity to report on all university consultancy activities, and will hold a register of university consultancy projects.

To deliver on these aims, the unit offers a cradle-to-grave service providing supports in risk management, project management, contract management and all the administrative aspects required to deliver consultancy services. These include:

- Contractual and legal support to protect the financial and academic interest of the university and the consultant
- Assistance with the pricing of projects
- Negotiation of attractive commercial terms and conditions
- Professional indemnity cover for university consultancy projects
- Access to training in project management
- Billing schedules and invoicing
- Internal distribution of income to colleges/schools/departments and academics consultants.

IGNITE Programme

IGNITE supports up to 20 start-ups led by recent graduates every year. The 12-month programme is run twice a year with two cohorts of 10 start-ups starting every six months. The programme has supported 125 founders working on 105 start-up ideas since 2011. Successful start-ups employ over 200 people and have raised over €15 million.

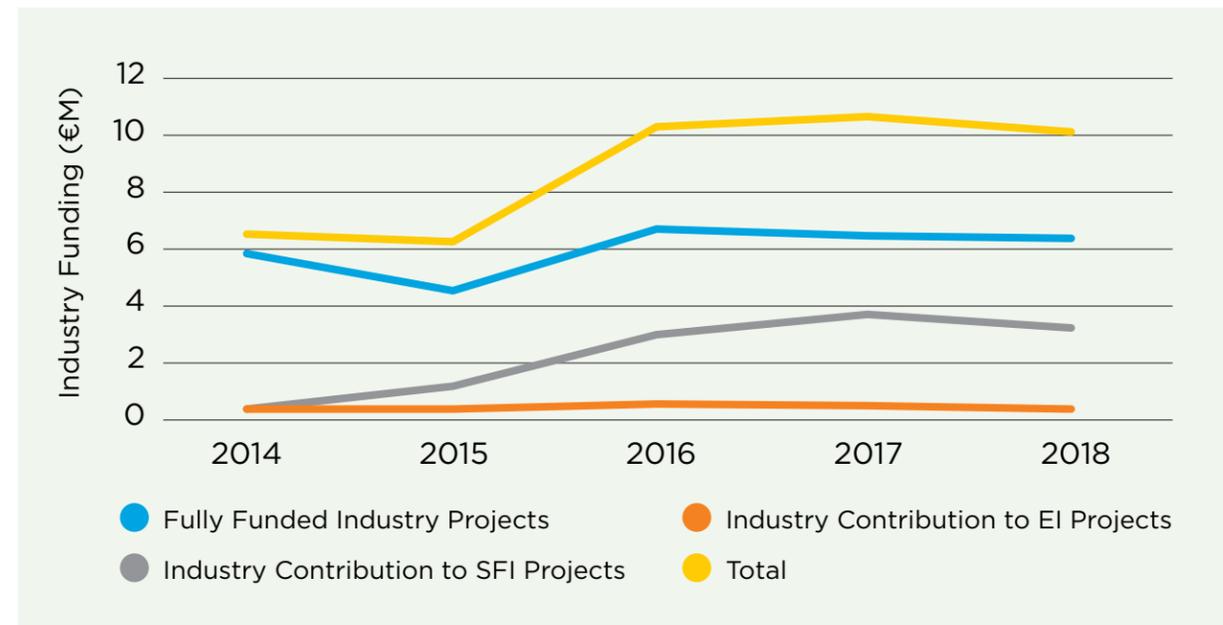


Figure 2: Industry Funding Secured by UCC Researchers

Research Collaboration with Industry – National Picture

UCC has had a long track record of collaboration with industry. The research community continues to value the benefits of working with companies both regionally and internationally. The success of UCC's research centres funded by Science Foundation Ireland or Enterprise Ireland is predicated on strong and enduring partnerships with industry (Figure 2). The Annual Knowledge Transfer Survey (AKTS) indicated that while UCC's performance in this area is among the best in Ireland, the landscape is becoming more competitive with Trinity College also now rivalling UCC for top performance in this area (Table 1). It should be noted that the AKTS survey this year now presents research expenditure derived from research *engagements* with industry. This means that finance leveraged from government sources as well as that directly from industry now qualifies.

| University | Research expenditures (€) (less block grant) in the reference year | Research expenditure derived from commercial entities | % research expenditure derived from commercial sources |
|---------------------------|--|---|--|
| University College Cork | €100,220,971 | €24,053,033 | 24.0% |
| Trinity College Dublin | €102,530,760 | €24,648,395 | 24.0% |
| University College Dublin | €91,750,000 | €5,229,750 | 5.7% |
| NUI Galway | €70,745,219 | €7,074,522 | 10.0% |
| University of Limerick | €36,101,967 | €4,414,259 | 12.2% |
| Dublin City University | €35,314,075 | €16,318,089 | 46.2% |
| Maynooth University | €26,300,995 | €789,030 | 3.0% |

Table 1: Irish University Research Income from the Enterprise Sector – Irish University Comparison

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



Goal 3 Action 16 of the university's Strategic Plan 2017-2022 is to establish UCC as a leading university for civic and community, regional, national and international engagement. As a signatory to the Irish University Association's *Campus Engage Civic and Community Engagement Charter*, the university has worked consistently to embed this agenda across our mission, values and operations. UCC is engaging with key international networks, joining the International Talloires Network in 2018 and continuing our strong engagement with the Carnegie Foundation.

Today UCC is recognised as a global leader in the area of civic and community engagement. In 2019 UCC was ranked first in Ireland for working towards the UN goal of 'Peace, Justice and Strong Institutions' (12th globally) in the Times Higher Education (THE) University Impact rankings, demonstrating the depth and impact of our engagement. In 2019 UCC was the winner of the international MacJannet Prize from the Talloires Network for its University of Sanctuary initiative.

The implementation of our first Civic and Community Engagement Plan began in 2018. Responding to the recommendations of the Carnegie Community Engagement Classification review of UCC, our aim is to be connected, visible and engaged through enacting a strategic and coordinated approach, raising the profile of our activities, and embedding a culture of staff and student engagement, while deepening our presence in the community. To support this ambition in 2018 we:

- Established a dedicated committee, chaired by the Vice President for External Relations and reporting to our University Management Team
- Appointed a University Civic and Community Engagement Officer in May 2018
- Set up a dedicated website to communicate and support engagement with the community.

Promoting Curricular-Based Community Engagement

UCC's Academic Strategy Connected Curriculum and Graduate Attributes Programme (GAP) emphasise community-based and inter-professional learning to develop values, skills and aptitudes that promote civic participation, social inclusion, sustainability and impactful global citizenship in all academic courses. For example, students in a community-based course called 'Becoming Reflective Practitioners', taught by our Centre for Planning Education and Research, worked as a team to develop a masterplan for centre of the town of Glounthaune. The course was highly commended in the 2019 Association of European Schools of Planning Excellence in Teaching Award. A service-learning module in Applied Psychology collaborated with the Cork Migrant Support Centre to co-investigate challenges faced by refugees and asylum seekers in Cork. A Service Learning Module in Occupational Therapy called *Becoming a Healthcare Professional* involved Occupational Therapy students supporting local schools-based Homework Clubs over two semesters.

In June 2019, UCC, in partnership with Cork City Council, the University of Bologna and four other European universities, was awarded Erasmus+ funding to develop a number of community-engaged modules that will place incoming international students in service-learning projects across Cork city. The funding award recognises UCC's strong commitment to community engagement. Sixteen expressions of interest were received from UCC staff to develop community-engaged modules.

In addition, the Equality, Diversity and Inclusion Unit (EDI), awarded €150,000 by the National Forum for Teaching and Learning, is leading the **Disciplines Inquiring into Societal Challenges** (DISCs) project. With DCU and Maynooth University, this project focuses on supporting staff to teach about and engage for social justice across HE disciplines.

GOAL THREE

Engage & Act



A number of modules have been established to support postgraduate development for community engagement. As part of a Horizon 2020 funded EnRRICH study, UCC has developed a community-based participatory research (CBPR) module to support PhD researchers with embedding CBPR within the curriculum, with a focus on CBPR as an approach to Responsible Research and Innovation (RRI). The module partners with a different community group each year. In 2018 students and lecturers worked as a team with the Cork Environmental Forum.

In 2018, UCC's Bystander Intervention Module was selected by the HEA as an institutional story of societal impact. The module is a targeted response to the issue of sexual respect and broader consent awareness. The programme is delivered via blended learning and available to all 22,000 students on campus. It has been expressly identified in the National Framework as the sector leader, and is now being rolled out in Higher Education institutions nationally, at the request of, and funded by, the Minister for Higher Education.

Embedding a Strong Volunteering Ethos

In December 2018 UCC launched one of the first comprehensive reports on student volunteering in a university in Ireland – **Making a Difference: A Research Report on Student Volunteering in UCC**. The report showed that 46% of our students volunteer with local community organisations, clubs and campus groups on an ongoing basis.

Our Career Services Volunteer Pathway was shortlisted for the Association of Higher Education Career Services (AHECS) Employability Award 2019 for empowering 647 students to become 'future ready' through community partnerships.

Staff volunteer time to a wide range of local and national organisations, including the Cork Volunteer Centre. For example, over 220 staff volunteers each year

deliver Access and Participation engagement initiatives on campus and in the community, making it the largest staff-volunteering programme in UCC. Each year a 'Summer's Evening on the Quad' is organised voluntarily by staff to benefit local charities, and attracts an audience of thousands.

Public Engagement and Outreach Delivers Societal Benefit

The Centre for Global Development (CGD) launched a new **strategic plan** in June 2019, signalling UCC's strong commitment to achieving international societal impact. The CGD encourages collective engagement in UCC on international development and global sustainability issues. In June 2019, for the first time UCC hosted the Development Studies Association of Ireland National Summer School. The CGD also hosted an international conference on global hunger and facilitated the Irish launch of the ground-breaking EAT-Lancet Report on Food, Planet, Health. The CGD has developed two university-wide modules for staff, students and the general public, and ran a series of seminars across the year highlighting the work of UCC staff addressing different UN Sustainable Development Goals (SDGs).

A commitment in our Civic and Community Engagement Plan is to promote a scientifically literate society, and a number of key initiatives over the period 2018-2019 have advanced this. In September 2018, UCC launched its first European Research Night, 'Cork Discovers', funded by the European Commission under the Marie Skłodowska-Curie Actions. This involved 40 events in 10 venues across the city, with over 2,000 visitors attending. A further 12,000 people participated in the Cork Science Festival which is organised by Cork's Lifetime Lab and UCC [Tyndall, IPIC, CONNECT, APC Microbiome Ireland, MaREI and INFANT]. In 2018 the Tyndall Institute's MakerDojo project engaged 3,000 members of the general public, many of whom were not previously engaged with STEM activities, at 12 family and art festivals throughout Ireland. In 2018 UCC's APC Microbiome Ireland SFI Research Centre initiated the first ever World Microbiome Day, bringing science literacy and engagement in STEM to a global audience.

GOAL THREE

Engage & Act



Over the course of 2018–2019, Tyndall's Education and Public Engagement programme engaged with 530 primary school and 800 secondary school students. A further 143 Transition Year students completed work experience programmes at Tyndall. The School of Applied Psychology hosted a successful Psych-Slam, an annual competition for regional Transition Year students who research a psychological topic and deliver a presentation to staff and students at UCC. My Big Friendly Guide to the European Union is engaging with 60 primary schools and 80 teachers in an innovative teaching and learning programme that aims at developing awareness, knowledge and debate at primary school level on the European Union and Ireland's role within it.

UCC's Access and Participation Programme Promotes Community Engagement

The UCC PLUS+ Homework Club was awarded the Best Education Outreach Award at the Education Awards 2019. It provides academic support to students in economically challenged areas in Cork city, with over one hundred students participating in the initiative in 2018/19, delivering over 3,000 hours of volunteering.

Partnerships Delivering Societal Impact

UCC's participation in a number of multi-organisational partnerships allows us to contribute to key local initiatives, some of which we lead and others we actively support. These initiatives include: Cork Healthy Cities, Cork Food Policy Council, Cork Environmental Forum, Cork City of Sanctuary, Cork Age Friendly City. We have extensive partnerships with Cork City and County Councils and leading regional civil society organisations, among them include: SECAD Partnership, Cork Volunteer Centre, Comhdháil Oileáin na hÉireann, COPE, National Learning Network, Music Generation Cork.

In partnership with local communities, our EU Grassroots Wavelength Project, run by Applied Psychology, has established community radio stations on the west

Cork islands. UCC has established outreach initiatives in Cahersiveen (Skellig CRI), Dingle (Dingle 2030) and Dún Chíomháin. We have also strengthened our partnerships with local neighbourhoods adjacent to UCC, establishing a Local Neighbourhood Liaison Group.

UCC was instrumental in Cork becoming part of the UNESCO Global Network of Learning Cities in 2015, one of only 119 in the world, recognising Cork's continuing excellence and commitment to lifelong learning. UCC's Learning Neighbourhoods Programme continues to build a culture of lifelong learning across Cork city's neighbourhoods, including Ballyphehane and Knocknaheeny, Mayfield and Togher.

The Cork Folklore Project (CFP) is a non-profit community-based organisation which partners with the Department of Folklore and Ethnology, UCC and the Northside Community Enterprises. The project digitally records stories and memories from the people of Cork. In 2018, the project reached over 900 hours of recordings on a range of subjects from stonemasons, hurling, social change, industry, road bowling, and everyday life in the past and present. The project is recognised nationally and internationally for its high standard of folklore collection and dissemination.

In May 2018 an eight-year partnership with Cork Opera House was established, the first of its kind in Ireland. The collaboration will establish Cork Opera House as a learning theatre and will enrich the student experience in UCC. The partnership will include internships for UCC students and the development of an MA in Arts and Cultural Management.

The Dingle Peninsula 2030 programme is a multi-partner initiative based on the Dingle Peninsula in County Kerry, with a population of 12,508. Established in 2018, it involves the Dingle Creativity and Innovation Hub, ESB Networks, UCC's MaREI Centre, and North East West Kerry Development (NEWKD). This diverse group is actively working with the local community's schools, business and farming sectors to explore, support and enable the broader societal changes required for the low-carbon transition.

GOAL THREE
Engage & Act



In addition, an international partnership, Improving Governance Practices and Palestinian Higher Education Institutions, led by UCC's Academic Affairs and Governance Office, participated in a project designed to address weaknesses in the existing governance systems across Higher Education Institutes (HEIs) in Palestine. This UniGov Project aims to deliver good governance practices at Palestinian HEIs, including institutional values such as autonomy, accountability, participation, clarity of institutional mission and goals, and well-structured management systems that assure the implementation of these practices. Administrative staff from five different HEIs in Palestine undertook a study visit to UCC in June 2019 and met with staff from across the university.

UCC Promotes Equality, Diversity and Inclusion

UCC's Gender Identity and Expression Policy was approved in October 2018 to support diverse staff and students. The EDI Unit supported two additional Athena SWAN Bronze departmental awards in 2018 achieved by the School of Food and Nutritional Sciences and Department of Business Information Systems, bringing the total number of departmental awards to five. The EDI Unit also established the Sanctuary Scholarship scheme for asylum seeker and refugee students. Seven Sanctuary Scholars entered UCC in September 2018 to study a range of undergraduate degrees, with the support of the EDI Unit, UCC PLUS, the Mature Student Office and the Admissions Office. Significant university-wide events also included an annual Equality Week 2019 and a Refugee Week 2019.

Alumni and Development

2018-19 saw the acceleration of the substantial new wave of investment in alumni and development at UCC. The appointment of a new Executive Director in 2017-18 began the process of restructuring the existing department and the post-holder brought in a set of new roles that in effect created a new department tasked with delivering the university's strategic goals in fundraising and alumni relations.

Four key functional directorates were created for the reconfigured function: Development; Alumni Relations and Annual Giving; Communications; and Advancement Services. Three of the four new directors were hired in 2018-19, with the search for a Director of Development continuing into 2019-20. The four directorates were further resourced with new functional roles across a number of key areas: fundraising roles for the colleges; new alumni relations roles for international chapters, reunions, the four colleges and in annual giving; and a new communications team. This led to the headcount of the department increasing from twelve to more than 20 during the year.

This new resourcing led to substantial increases in alumni relations and communications activity, together with a new focus on presenting the office as a professional functional area, both within UCC and to its alumni and stakeholder audiences. At the same time, the department embarked on a formal Quality Review process and re-established itself in new offices. A significant investment in this year was made in commissioning a new online platform which will greatly improve engagement with, and service to, alumni when it comes on stream in 2019-20.

The new enhanced alumni programming and communications, plus fundraising support functions such as prospect research, demonstrates the determination of UCC Alumni and Development to meet its targets under the University Strategic Plan 2017-2022, with the office looking forward to seeing the combination of new resources and substantial new initiatives come to fruition in 2019-2020.

GOAL FOUR

Recruit & 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



UCC employs approximately 3,000 staff across a range of functional groups: academic, research, teaching, management, administrative, technical and services. The university attracts staff from all over the world and we currently have over 50 countries represented in our staff profile.

Key Appointments 2018/19

Appointment of Professor Mark Poustie as Dean of School of Law

Mark is a public law scholar primarily focused on environmental and land-use planning law and human rights issues relating to such laws.

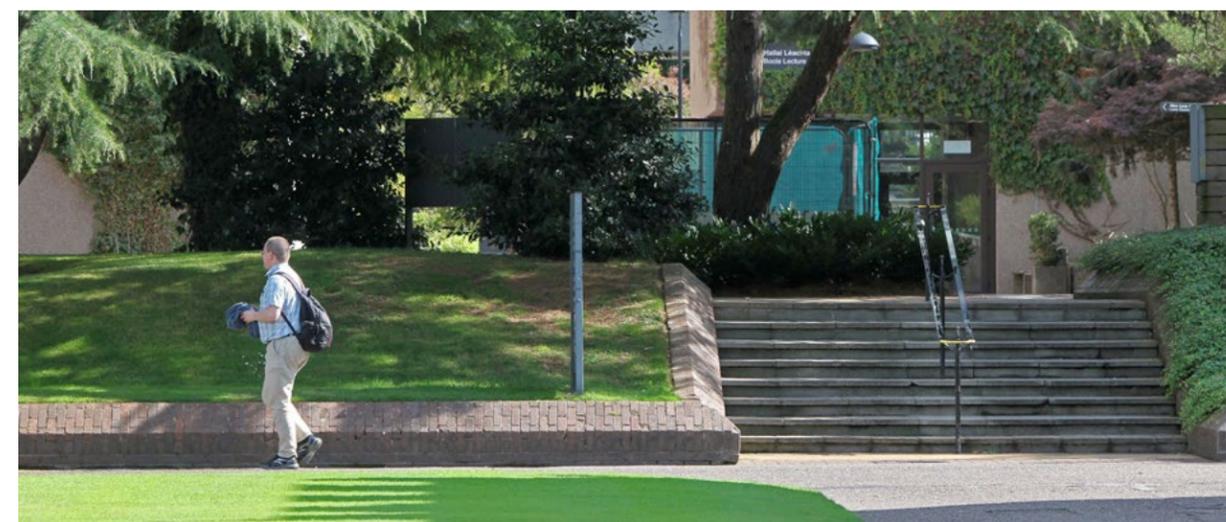
Mark was originally a UK government linguist before qualifying as a lawyer in Scotland in 1993. He worked at the University of Strathclyde, Glasgow, Scotland from 1992 to 2016, becoming a full professor in 2003 and serving as Head of School from 2007–2013 and Vice-Dean (Internationalisation) for the Faculty of Humanities and Social Sciences from 2013–2015. From 2016–2019 Mark worked full-time in China at Shanghai University of Finance and Economics Law School under the Shanghai Thousand Talents Programme.

Other keys appointments include Professors Leka, Tarim and Lawton in Cork University Business School, and Professor McEntee in the School of Medicine.

Supporting Staff

UCC is proud of its strong commitment to supporting staff as evidenced by the broad range of development opportunities available to all. Over the course of the academic year, HR Staff Wellbeing and Development facilitated 2,072 training places for UCC staff members, an increase of 43% on last year. Key to our development strategy is capacity building, the encouragement of individual growth and development and the creation of an inclusive environment that actively promotes equality, inclusion and diversity. This action is enabled through a strong focus on leadership development programmes, activities that drive enhancements to our culture together with our work in continually developing and implementing innovative training programmes and individual development supports which include peer coaching and mentoring schemes.

This year, our commitment to the wellbeing of staff was acknowledged nationally, as UCC was the first university to be awarded the Ibec KeepWell Standard at the inaugural Ibec Keep Well Awards. UCC was nominated in a number of categories and received the Best in Class in Physical Activity award.



GOAL FOUR

Recruit & Develop



Leadership Development

A key action of the UCC Strategic Plan 2017–2022 is to 'strengthen leadership development by maximising participation in a dedicated leadership development programme across the university'. This is to meet the goal that all UCC staff 'are enabled to reach their full potential'.

A key objective is to enable 90% of staff in leadership roles to complete leadership development training. Some examples of the available training opportunities are:

- Senior Leadership Development: Aspiring Leaders
- Senior Leadership Development: Current Leaders
- Aurora (106 UCC staff have completed the programme – the highest number of participants from any one Irish institution (April 2019))
- Introduction to Management
- The Successful Team Leader (Digital Badge)
- HR Orientation for New Heads
- Critical Thinking for Effective Decisions
- Innovative Problem Solving and Follow Up Session
- Mental Health Awareness for Managers
- Stress Management for Managers.

The first steps were taken this academic year in the creation of a coaching culture within UCC to assist the university in developing staff capability and capacity. The practical aspects in the realisation of this vision were as follows:

- Mentoring programmes took place for newly appointed staff
- Career Development Mentoring (all staff)
- Aurora Mentoring Programme
- IUA Mentoring Programme (for new Heads)
- IMI 30% Network Mentoring Programme.

Furthermore, with the support of the Department of Human Resources, the College of Medicine and Health proposed an action learning cross-university group for school managers as a forum for self-development. The purpose of the group was to provide a learning and reflection space for each individual to work through challenges and opportunities presented. The group will be resolution-focused and use a collaborative way of working creatively and differently. Working in this way will not only develop staff as managers, but also enhance the workings of each unit as new and creative ways of approaching work are co-created between the group. This in turn will benefit the wider UCC community.

Performance and Development Review Process

2018–2019 saw the rollout of **e-performance**, the university's electronic platform for its Performance and Development Review process, which has enhanced the university's support of performance and developmental-focused discussions at School/Area level. Incorporating the logistic arrangement and capturing of PDRS meetings and paperwork, e-performance has significantly reduced the administrative demands of this process. The personal facility for individual staff to capture and store their CPD materials has also been a welcomed feature supporting accreditation, personal and professional development activity.

Review of Academic Promotion Schemes

This academic year saw the culmination of the **Review of Academic Promotion Schemes**, with the launch of the first promotion to Senior Lecturer round under the revised scheme. UCC's Academic Promotion Schemes are designed to recognise and reward excellence in the performance of academic staff across the full breadth of academic activity – teaching and learning, research, academic and scholarly activity, as well as contribution to the university, college and individual academic units. This approach supports delivery of the university's vision across all areas of academic endeavour, as well as the specific ambitions

GOAL FOUR
Recruit & Develop



of the university's strategic plan. UCC is committed to supporting outstanding staff conducting leading-edge education and research. These schemes seek to promote, encourage and reward staff who demonstrate excellent leadership and innovation in their area of expertise, and support and enhance the educational experience of students, while building partnerships locally, nationally and internationally.

Applications within this round represented a high academic standard, with a significant number promoted to Senior Lecturer. In the approach to the review, the committee was particularly cognisant of the overarching ambition of Goal Four of the UCC Strategic Plan 2017-2022.

Academic Retention Scheme

The university's Academic Retention Scheme was also reviewed during this academic year. This process is designed to provide the university with a mechanism to retain key staff who have been offered high-level posts such as professorships at an institution of equivalent standing to UCC or have been awarded a European Research Council research grant, by considering them for appointment within the university at a level commensurate with their academic standing and achievements.

HR Excellence in Research Award

Following a review by three European Commission external assessors earlier this year, UCC has been confirmed as the first university in Ireland to be successful in renewing the HR Excellence in Research Award with the university being 'encouraged to continue with this excellent work for the future'. This is a testament to the successful collaboration between Human Resources and UCC Research Support Services (RSS).

The Assessment Report focused on the quality of UCC's commitment to the HR Excellence in Research Award. It highlighted the quality of work being carried out by UCC, including the role of the research community, UCC RSS and, very importantly, the successful embedding of the Human Resource Strategy for Researchers (HRS4R) as a key element of the university's Research and Innovation, HR and Institutional strategies. As emphasised in the report, it acknowledges that UCC 'are quite ambitious and they clearly show the commitment of the university to remain strongly research-oriented'.

With this award, and the implementation of its underpinning strategy, it is also important to note that UCC has benefited from increased visibility as an employer committed to implementing the principles of the European Charter and Code. This recognition helps us to attract the best researchers from around the world, and it highlights UCC as an attractive place for researchers to develop their careers.

GOAL FIVE

Fund & Build

Strengthen our infrastructure and resource base.

GOAL FIVE

Fund & Build



Capital Developments

The university's capital programme continued during 2018/19 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 Student Hub

This project involves the refurbishment and expansion of one of the oldest buildings on campus (the Windle Building) for a new integrated Hub development. It brings together previously dispersed student services, providing an integrated facility to support the students' journey through UCC and beyond. It also incorporates new innovative learning spaces, a student solutions centre (Student Central), spaces for student societies and a range of informal group study areas. The centrepiece of the building is an atrium space, which will be used for student events, performances, employer events, etc. Irish architects O'Donnell + Tuomey, who commenced work in early 2015, led the design team. Planning approval was received on the 25th of June 2016. An enabling works contract was undertaken during summer 2016 and the main construction contract commenced in August 2017. Construction is due to be completed in late 2019 and the facility will be occupied in early 2020.

Cork University Dental School and Hospital

The university plans to develop a new Dental School on the site of the Cork Science and Innovation Park at Curraheen. The existing Dental School is based at the Cork University Hospital site. The project is a key component of the EIB-financed projects. A design team led by Reddy Architecture + Urbanism was appointed in July 2018. Following preliminary studies and international research, the planning application was submitted in May 2019 and planning approval was granted on the 29th of August 2019. The 8,710m² project over five floors provides a mix of orthodontic clinics, simulation suites, laboratories and research space. A new CSSD/CDU facility is incorporated into the design.

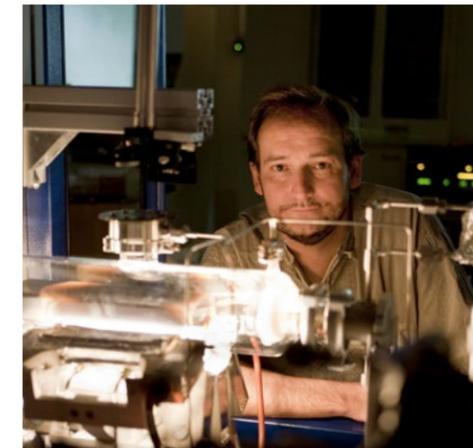
Health Innovation Hub Ireland Building

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. Following the development of a Framework Masterplan for the overall Park, UCC prepared a Precinct Masterplan for our lands in Precinct 2. The first building proposed for the Park is the Health Innovation Hub Ireland building. The project provides a high-quality building with core facilities and space for companies growing on from existing incubation facilities in UCC and CIT. Full planning approval was granted on the 4th of March 2016. A revised application was granted approval in June 2018. The project offers significant job creation and economic development for the region in line with the National Planning Framework. Detailed design of the building was advanced in 2017 and tenders were sought in late 2018.

Cork University Business School (CUBS)

Following on from the successful acquisition and redevelopment of the former Cork Savings Bank, plans are progressing for a new CUBS building in the centre of Cork city. The development will incorporate the existing academic departments in business and deliver an integrated facility for undergraduate, postgraduate, research and innovation activities. A cost benefit analysis has been completed for the project and a 1.46-acre site for the project was acquired at Union Quay in the heart of the business district. UCC was successful in 2019 in achieving support towards the overall cost of the project under the HEA's Strategic Investment Fund (HESIF).

GOAL FIVE
Fund & Build



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 acquired the Crow's Nest site in 2017 and appointed a design team (led by McCullough Mulvin Architects) to progress the design of the project. In November 2017, a planning application was submitted under the Strategic Housing Development Act to An Bord Pleanála for a 255-bed complex incorporating a new student medical facility. Planning approval was successfully achieved in March 2018. Construction tenders have been received and it is anticipated that construction will commence in Q4 2019. The facility is scheduled to be ready for occupation in September 2021. UCC

welcomes international student accommodation providers who have completed new developments and have plans to develop further purpose-built student accommodation in close proximity (walk, cycle, bus) to the university. Up to approximately 2,000 beds are in the various stages of planning which will enhance the accommodation options available to our students.

Tyndall National Institute

A number of projects are underway at Tyndall. A design team led by Scott Tallon Walker has been appointed to redevelop the Phase 3 building. Planning approval has been achieved and construction works commenced in August 2019. The project is on programme for completion in Q2 2020.

Plans are also progressing for a major new development on the North Mall site directly across the north channel of the River Lee from the existing Maltings site. A design team led by Scott Tallon Walker has been appointed to develop a major landmark building in line with a masterplan for the site developed with co-owners of the site Mercy University Hospital. The project is a key component of Project Ireland 2040 (National Planning Framework) and the National Development Plan (2018-2027).

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 masterplan and phasing strategy for the project. It is hoped to finance this project through a combination of state support/philanthropy. Preliminary works were undertaken during the summer of 2019. Works are also due to commence shortly on a new high-tech ultra-low-vibration laboratory to support the research work of Professor Seamus Davis. The laboratory will be located in the basement of the Kane Building.



GOAL FIVE**Fund & Build****UCC Sports**

The university also plans significant investment in its outdoor sports facilities. It is proposed to develop a new Centre of Excellence for Sport at our lands on Curraheen Road (adjacent to Munster Agricultural Society). The project will incorporate new all-weather and grass pitches and a modern pavilion with changing rooms, team rooms, catering facilities, etc. An overall strategy for sports has been prepared which will inform the scope of the development at both the Mardyke and the new Curraheen site. This project will allow UCC to vacate the existing sports facilities at the Farm to allow for the phased development of the Cork Science and Innovation Park (CSAIP).

Clinical Medical School at Cork University Hospital

A new Clinical Medical School facility is planned for the CUH campus in collaboration with the HSE. A design team led by Avanti Architects was appointed by HSE/UCC to progress the design of this facility, which is planned adjacent to the main entrance of the hospital. It will provide critical support and teaching facilities for the medical students based in the hospital. The building will also include a HSE facility targeting the other allied health professionals. The feasibility study will be completed in Q1 2020 with a planning application expected to be lodged in Q3 2020.

Other Projects

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

It is planned to refurbish the Old College Bar to create a new Calm Zone to support the needs of students on the autism spectrum, or any student in need of a quiet space to get away from the busy university campus environment. Funding for this project was approved at the Student Charges and Fees Forum in May 2018.

Refurbishment works were carried out on three of the five blocks of Victoria Mills over the summer of 2019. Plans are well advanced to carry out similar refurbishment works to the remaining two blocks over summer 2020.

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 2018/2019. We were also successful in achieving support for a number of energy improvement projects through the SEAI's Better Energy Workplaces scheme. The university has met its Public Sector 2020 Energy Reduction target of 33% two years ahead of schedule and is currently at 43%.

New external stairs were constructed to the eastern elevation of the Civil Engineering building and to the northern elevation of the Geography building over the summer of 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 through Project Ireland 2040 and the National Development Plan (2018-2027). 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.

GOAL FIVE**Fund & Build**

Report on the Financial Statements – Year ended 30 September 2019

Statement of Comprehensive Income

Total Income for the year increased by €15.3m to €432.9m. This generated an Earnings before Interest, Tax, Depreciation & Amortisation (EBITDA) of €11.2m, a decrease of €2.7m on 2018 performance. Post EBITDA, the net outturn for the year was a deficit of €5.6m.

Exchequer revenue streams continue to decline as a proportion of overall income while State grants increased to 13.3% of total income. This trend is expected to continue in the absence of certainty around the future funding model for the sector.

To compensate, the University continues to diversify and grow non exchequer income sources. The University continues to focus on improving this position to ensure it generates sufficient resources for long term sustainability.

Income

Student fees increased in 2018/19 due to the continued growth in student numbers attending the University and the consequent increase in the amount of fees received.

Of the €147.3m of academic fees, a total of €45.4m was paid by the Higher Education Authority on behalf of EU Under-Graduate students, this amount was in line with the HEA contribution from the previous year. The remaining €101.9m was generated by the University from higher international student numbers at both Undergraduate and Postgraduate levels. A further €0.8m of non-exchequer generated income was transferred to the Pension Control account as UCC's 2018/19 contribution, reflecting the Pension Added Years agreement of October 2016.

These self-generated fees were €4.8m/5% higher than the prior year outturn, reflecting the University's continued priority to generate its own resources to secure financial sustainability.

Research activity delivered €99m of income in the year, an increase of €4.2m from 2017/18.

Other operating income at €60.7m includes a full year of the IMI income of €16.5m with the remaining subsidiaries generating turnover of €15.3m.

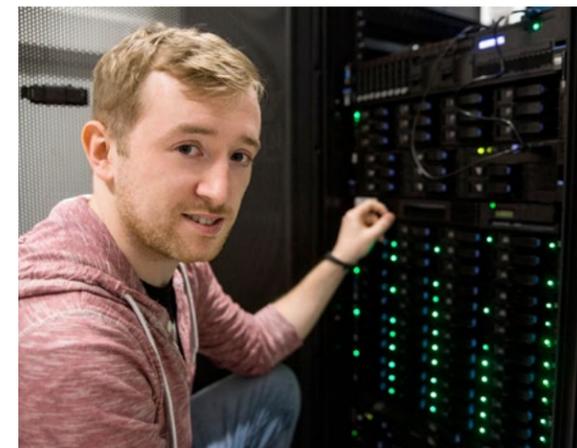
Expenditure

Pay restoration, pay increases, increase in recruitment and the cessation of increment freezes all contributed to the increase in Pay Costs in 2018/19, for both funded and non-funded staff. Pay costs increased by 7.5% as a result of these measures.

Pension costs include a charge of €0.8m which relates to monies received from the HEA to fund the pension control accounts. Other operating income includes a credit of the same amount.

Other operating expenses are €7.7m/8.4% higher than the previous year. This was mainly from increases in research activity with a corresponding lift in research income. Other factors were necessary campus maintenance and general operating cost inflation.

GOAL FIVE
Fund & Build



Ongoing Capital Expenditure

The main highlight in 2018/19 from a financial perspective was the drawdown of the third tranche of funding from the EIB, €50m, bringing the total amount drawn down at the year end to €100m. This funding has enabled the University to significantly increase and enhance its infrastructure and estate.

Significant capital expenditure was incurred during the year. The two major items of expenditure relate to the acquisition of a substantial site in Cork City Centre on which the Cork University Business School will be developed and the expenditure on the Student Hub which is now complete and fully operational.

Statement of Financial Position

Fixed Assets

The increase in Land and Buildings during 2018/19 reflects in the main the site purchase in the Trinity Quarter Cork City, where the proposed new building for the Cork University Business School will be located. There was also significant expenditure in 2019 on the Student Hub building project and on the Crow's nest accommodation project.

The cost of equipment, primarily research related, capitalised during 2018/19 was €5.7m. There were €4.8m of disposals this year relating to fully depreciated and obsolete equipment. The depreciation charge for the year was €23.6m.

Investments

The investments relate to the investments held by the University College Cork Trust Fund as at 30 September 2019. The fund provides a valuable source of income to fund prizes and scholarships across a wide range of programmes. The fund has increased in value over the past 5 years by €6.4m.

Debtors

Year on year debtors have increased by €10.8m. Despite increased fee income, student related fee debt continues to remain static due to the continued engagement by the Students Union in supporting collection of tuition fees.

The research grants and contracts receivable balance is €5.6m greater than the previous year due mainly to the increase in research income and offset by a similar increase in research income received in advance.

Other debtors include an amount due at ye 2019 of €7.5m from the HEA in respect of Pension Control Accounts, (€2.2m at ye 2018.).

Current Asset Investments & Cash at Bank

Cash at bank and short term investments are at €90.2m. An increase of €3.5m from 2018. The principal drivers are the drawdown of the third tranche of loans from the EIB, research funding received in advance and the timing of the related expenditure.

GOAL FIVE**Fund & Build****Creditors Amounts Falling Due Within One Year**

Creditors falling due within one year have increased from €208.8m to €213.9m. The main reason for the increase is that research grants and contracts in advance have increased by €14.8m reflecting the increased research activity referred to earlier. The increase in research grants and contracts in advance and academic fees received in advance depends very much on timing of those receipts and the associate spend.

Trade creditors have increased during the year from €6.7m to €10.4m.

Short term bank borrowings have reduced by €13.5m due to the early redemption of certain loans.

Creditors Amounts Falling Due After More Than One Year

This balance has increased since last year by €41.9m. This is due in the main to the drawdown of the third tranche of the University's EIB loan facility offset by ongoing repayments of existing loans.

Full details of all bank loans and balances at 30 September 2019 are set out in Note 23.

Restricted and Unrestricted Reserves

The restricted and unrestricted reserves at 30 September 2019 of €233.6m are €5.6m lower than 2018 due to the deficit incurred in the year.

Summary and Outlook

2018/19 was another successful year for the University. Student numbers at Under-graduate and Post graduate levels continued their growth path, despite the national funding difficulties. Research income, in particular those areas funded by SFI, continued to diversify and grow, further enhancing the overall quality of education offered to students.

The University also continued to successfully integrate the IMI into UCC's business related activities following its acquisition in 2016, with the IMI's financial performance continuing to contribute to the overall Group performance.

Disappointingly, four years on from the publication of the Expert Group on Higher Education Funding (Cassells Report), the government has not outlined its plans for the future funding model for Higher Education in Ireland. Such inaction continues to threaten the long term sustainability of the sector.

Similarly, the decline in capital support, as outlined last year, continues to be of major concern. The existing recurrent funding model assumes continued exchequer support for ongoing refurbishment, maintenance and infrastructural capacity needs. The absence of capital grants will be a real barrier to meeting future demographic demand as the level of recurrent funding provided for students will not sustain borrowings to fund essential infrastructural investment.

It is now a matter of urgency that the Irish government outlines its planned future funding model for the third level sector so as to enable UCC play its role in supporting the economic, cultural and social development of the region and of Irish society.



Governing Body Membership

1 JULY 2018 – 31 JANUARY 2019

Chief Officer:

Professor Patrick G. O'Shea,
President

Chairperson:

Dr Catherine Day

Senior Officers:

Professor John O'Halloran,
Deputy President & 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
Mr Michael Delargey
Dr Angela Flynn
Dr Piaras MacÉinrí

Staff (other than academic):

Ms Sinead Hackett
Mr Gary Hurley
Mr J.P. Quinn

Students:

Mr Alan Hayes, Students' Union President
Ms Kelly Coyle, Students' Union Deputy President

Postgraduate Student:

Ms Therese Collins

Nominees of External Organisations:

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

Nominees of the Minister for Education and Skills:

Professor Adrian Dixon
Dr Beatrice Doran
Vacant
Vacant

Graduates:

Mr Owen Dinneen
Dr Rosarii Griffin
Dr Valerie Mannix

Lord Mayor of Cork:

Cllr Mick Finn

Mayor of the City & County of Waterford:

Cllr Joe Kelly

Nominees of the National University of Ireland:

Ms Nuala O'Connor
Dr Dermot O'Mahoney

Nominees of the Councils of the administrative Counties of:

Cork – Cllr Bernard Moynihan
Waterford – Cllr Declan Doocey
Kerry – Cllr Aoife Thornton
Limerick – Cllr Eddie Ryan
Joint Councils of Tipperary –
Cllr Michael Fitzgerald



Governing Body Membership

1 FEBRUARY 2019 – 30 JUNE 2019

Chief Officer:

Professor Patrick G. O'Shea,
President

Chairperson:

Dr Catherine Day

Senior Officers:

Professor John O'Halloran,
Deputy President & Registrar

Professors/Associate Professors:

Professor Frédéric Adam
Professor John Cryan
Professor David Kerins
Professor Eileen Savage
Professor Sarah Culloty

Academic Staff

(other than Professors/Associate Professors):

Dr Louise Crowley
Mr Michael Delargey
Dr Angela Flynn
Dr Heather Laird
Dr Brian O'Flaherty

Staff (other than academic):

Ms Sinead Hackett
Mr Gary Hurley
Mr J.P. Quinn

Students:

Mr Alan Hayes, Students' Union President
Ms Kelly Coyle, Students' Union Deputy President

Postgraduate Student:

Ms Therese Collins

Nominees of External Organisations:

Mr Dermot Breen (IBEC)
Mr Colm Leen (Cork Chamber of Commerce)
Ms Margaret Lane (Cork Opera House)
Mr John Fitzgibbons (Cork Education and Training Board)

Nominees of the Minister for Education and Skills:

Vacant - Awaiting Ministerial Nomination
Vacant
Vacant
Vacant

Graduates:

Mr Owen Dinneen
Ms Michelle Healy
Ms Jennifer O'Sullivan

Lord Mayor of Cork:

Cllr Mick Finn

Mayor of the City & County of Waterford:

Cllr Joe Kelly

Nominees of the National University of Ireland:

Dr Valerie Mannix Boyle
Dr Dermot O'Mahoney

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Waterford – Cllr Declan Doocey
Kerry – Cllr Michael Kenneally
Limerick – Cllr Jerry O'Dea
Joint Councils of Tipperary –
Cllr Michael Fitzgerald