
A TRADITION OF INDEPENDENT THINKING



PRESIDENT'S REPORT 2021/2022



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President's Foreword



I am pleased to present the annual report of University College Cork for the 2021/2022 academic year.

The last two annual reports were written in the context of some of the most challenging times in our history as we responded collectively to the impact of the global pandemic. I am extremely proud of everything that UCC achieved during that time and of the commitment of our students, staff, alumni and friends that enabled us to emerge with an emphasis on positive change. Independent assessments have provided assurance that the approaches taken to business continuity by UCC during that time met the highest standards.

Throughout the past year, implementing the strategic pivot *UCC 2022: Delivering a Connected University* enabled us to meet the challenges we faced while continuing to deliver quality teaching, research and engagement. The range of initiatives highlighted in this report demonstrate how all members of the UCC community played an active role in realising these ambitions.

Developing and implementing UCC Futures was a core focus during this time. Launched in December 2021, this initiative will bring together a critical mass of researchers in each of ten thematic areas so that we build capacity while supporting individual researchers. Three of these ten areas launched recruitment campaigns during the 2021/2022 academic year: Future Humanities; Sustainability; and Food, Microbiome and Health. Consolidating existing talent while attracting new talent and potential, UCC Futures will support the delivery of quality research and its translation to make a tangible impact in the world.

We have also maintained our commitment to providing outstanding research-based learning and teaching that instils a sense of curiosity in our students, recording strong performances in both the QS World University Rankings and the Times Higher Education Rankings. The Inclusive UCC project has made significant advances to ensure that we provide an inclusive and equitable learning experience for all students.

During the 2021/2022 academic year we deepened our commitment to creativity, innovation and collaborative practice with the launch of our inaugural arts and culture plan *Igniting UCC's Creative Potential*. Setting out a clear vision to be recognised globally as the university of choice for a culturally enriched study experience in Ireland, this plan will further support access, inclusion and a sense of belonging. This year we harnessed our cultural, artistic and creative talents to host *Other Voices: Bringing it all back home* in our historic campus. This was a spectacular night of music live streamed from the Aula Maxima and later broadcast on RTÉ. Also this year, UCC hosted the Irish Civil War National Conference; and a landmark documentary on the Irish Civil War, based on the Atlas of the Irish Revolution, was produced in partnership with RTÉ as part of the Decade of Centenaries commemorations.

The war in Ukraine has had a devastating impact on its people, with tens of thousands fleeing conflict and seeking refuge in Ireland. UCC has a long history of academic engagement globally and as a University of Sanctuary we are working to provide practical assistance to those wishing to continue their education here. For those arriving from Ukraine, we developed a Sanctuary Fellowship Scheme and a bespoke short course to support refugees.

We continually seek to inspire and lead change towards a sustainable future, and UCC was the only Irish university with observer status at the 2021 UN Climate Change Conference (COP26) in Glasgow, which was attended by a delegation of UCC students and staff. This year UCC also maintained its position as Ireland's most sustainable higher education institution, improving its position by one place to 8th in the world in the UI GreenMetric World University Rankings. UCC also won Sustainable Large Organisation of the Year at the PWC Business Post Sustainable Business Awards. Building on our strong foundation of sustainability, in September 2022 the Office of Sustainability and Climate Action was established, reporting directly to the President, to ensure that our ambitious sustainability goals are fully achieved.

The progress we have made towards our vision, and the achievements outlined in this report, would not be possible without the talent, expertise, commitment and passion of our staff and Governing Body. The past year saw a clear commitment from UCC to deliver an inclusive and respectful environment where all staff and students can progress and develop, with both student and staff EDI consultations taking place across the campus.

I would like to take this opportunity to thank every member of the UCC community for their contribution to the solid foundation on which we will continue to build over the coming years to educate the workforce of tomorrow and secure a better future for all.

Professor John O'Halloran

President
University College Cork



A Connected UNIVERSITY



A Year in UCC

Student Numbers

24,195



Registered
Students at
UCC

91%

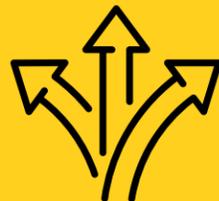
Student
Retention
Rate



(First Year Students)

22%

Students
Via Access
Pathways



7,221

Students
Graduations



**€102.1
million**

Direct
Research
Income



Over
200k
Alumni
Worldwide

A Year in UCC

Rankings

	303rd	Globally in QS World University Rankings
	62nd	In the Times Higher Education World University Impact Rankings
	8th	Most Sustainable University in the World (UI GreenMetric)
	251-300	Band in the Times Higher Education World University Rankings



Subjects/Disciplines Making the Top 150 in Global Subject Rankings

QS World University Rankings by Subject

Subject/Discipline	Global Rank
Nursing	41
Agriculture and Forestry	59
Pharmacy & Pharmacology	66
Law	75
Anatomy and Physiology	101-140
English Language and Literature	101-150

Shanghai Global Subject Rankings

Subject/Discipline	Global Rank
Food Science and Engineering	51-75
Nursing	51-75
Dentistry and Oral Sciences	51-75
Pharmacy and Pharmaceutical Sciences	101-150
Clinical Medicine	101-150
Public Health	101-150

Our Vision

Be a leading university of independent thinkers

Our Mission

Create, understand and share knowledge and apply 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
- Inclusion



UCC 2022

DELIVERING A CONNECTED
UNIVERSITY

UCC 2022 – Delivering a Connected University

UCC 2022: Delivering a Connected University replaced the final two years of UCC's *Strategic Plan 2017–2022: Independent Thinking – Shared Ambition*. It sets out a thematic prioritisation of the university's strategy, across five interconnected thematic pillars:

- ✔ Learning and Teaching;
- ✔ Research and Innovation;
- ✔ Student Success;
- ✔ People and Organisational Culture; and
- ✔ Infrastructure and Resources.

This academic year saw significant advances across all five areas, including:

UCC's first **Digital Masterplan** was launched in September 2021, setting out how digital services at UCC will support teaching, learning and research and connect people with technology to enrich all our activities.

Launched in October 2021, the **Student Mental Health & Wellbeing Strategy** aims to create a needs-led integrated support structure across campus and externally, to offer students the right care, in the right place, at the right time. The implementation of this strategy is a core institutional objective.

Exceeding the original scope of work, a working group steered the selection of ten indicative areas of strategic research priority for UCC. The **UCC Futures** initiative was launched in December 2021 providing an innovative academic recruitment strategy across these thematic areas to build a foundation for economic, societal and cultural resilience and prosperity.

The Values and Culture/EDI Consultation was conducted in early 2022. This self-assessment aimed to stimulate reflection and understanding of the culture at UCC and to inform future activities aimed at delivering a positive workplace culture.

A review of the architecture of UCC's academic progression and promotion processes led to the development of a criteria framework for revised **Progression and Promotion Schemes**. The new promotions schemes took effect in March 2022 and Progression Across the Merit Bar was launched in May 2022.

The **Your UCC Graduate Attributes and Values Compass (Your Compass)** self-assessment tool and suite of accompanying learning experiences for students was launched in September 2022. From September 2023 at annual registration, all students will submit a self-assessment to determine the extent to which they have developed values and attributes through their educational and life experiences.





Connected

LEARNING



Student Admissions

As the COVID-19 pandemic restrictions eased, there was an immediate effect on the size and diversity of the university's student population as well as a range of changes that are likely to persist after the pandemic.

Undergraduate Admissions

3,882 undergraduate students were admitted to UCC through the CAO (Central Applications Office) for the 2021/2022 academic year. A feature of the pandemic has been the number of students achieving high points in the Leaving Certificate. In 2018 the university admitted 96 students with 600 points while in 2021 424 incoming students had achieved this high score.

3,882 Undergraduate Students admitted to UCC through the CAO.

This grade inflation has affected the points for programmes. In 2018 and 2019 there were three programmes requiring 550 points while in 2021 there were 15 such programmes. This led to an increase in the number of programmes relying on random selection, and in 2021 there were 10 programmes where random selection was required in the first round of the CAO.

Another feature of the pandemic was the late release of the Leaving Certificate results, which meant that only two rounds of offers were made before the semester started. While most students are placed by this time, it still leaves several hundred students getting offers of programmes following the start of semester one. It also means that all first-year students have a compressed first semester, which is challenging for the students.

Postgraduate Admissions

The number of taught postgraduate EU students fell to 2,631 from a lockdown high of 2,936 in 2020. In 2020 there was an increase of almost 1,000 postgraduate students and this year's decrease reflects a return to normal. The number of postgraduate students remains higher than in 2018 and 2019. 301 undergraduate international students were admitted in 2021, up from 280 in 2020, which is a steady increase year on year - unaffected by the pandemic. There has been a consistent increase in numbers of international postgraduate students since 2018 except for the pandemic year of 2020. Numbers in 2021 have increased to 643, up from 445. Finally, whilst the numbers of Visiting and Erasmus students were negatively impacted by the pandemic, those numbers are now growing again.

Integration of Research, Teaching and Learning

Excellence in learning and teaching continues to be promoted via UCC's Centre for the Integration of Research, Teaching and Learning (CIRTL). Two new programmes were developed this year: Certificate in Continuing Professional Development in Digital Education; and Postgraduate Certificate in Professional Practice and Leadership in Higher Education. CIRTL continued to deliver its Postgraduate Certificate, Diploma and Master's in Teaching and Learning in Higher Education, with 92 students enrolled this year.



Digital Education

Following a thematic review of Teaching and Assessing with Technology at UCC, a Digital Education Leadership Forum was established to lead the development of digital education in the university. The development of a Digital Education Plan was identified as a key priority, and consultation with the university community on this issue began in March 2022. It is expected that this plan will be delivered in June 2023. The Centre for Digital Education also delivered a full schedule of staff training opportunities and resources this year whilst continuing to lead on the development of teaching assets and updates to assist staff in the context of the teaching during and after the COVID-19 pandemic.

Valuing Ireland's Teaching and Learning

Ireland's inaugural Valuing Ireland's Teaching and Learning (VIT&L) Week was held in November 2021, with CIRTIL curating UCC's contributions to the national programme of events. A series of in-person and live online talks, workshops and tours were held across UCC. These included the launch of a national short course on Community Engaged Learning and institutional digital badges in Autism Awareness and Learning and Teaching with the UN Sustainable Development Goals.

Adult Continuing Education

The 2021/2022 academic year marked the 75th anniversary of the Centre for Adult Continuing Education (ACE) in UCC. Today, ACE offers adult learners over 120 courses from short leisure courses to accredited qualifications from NFQ (National Framework of Qualifications) Level 6 through to Level 9. ACE leads UCC's annual response to the HEA's Springboard+ funding calls and secured more than €1 million in funding in the 2021 call to provide 12 part-time courses in autumn 2021.

Skills Centre

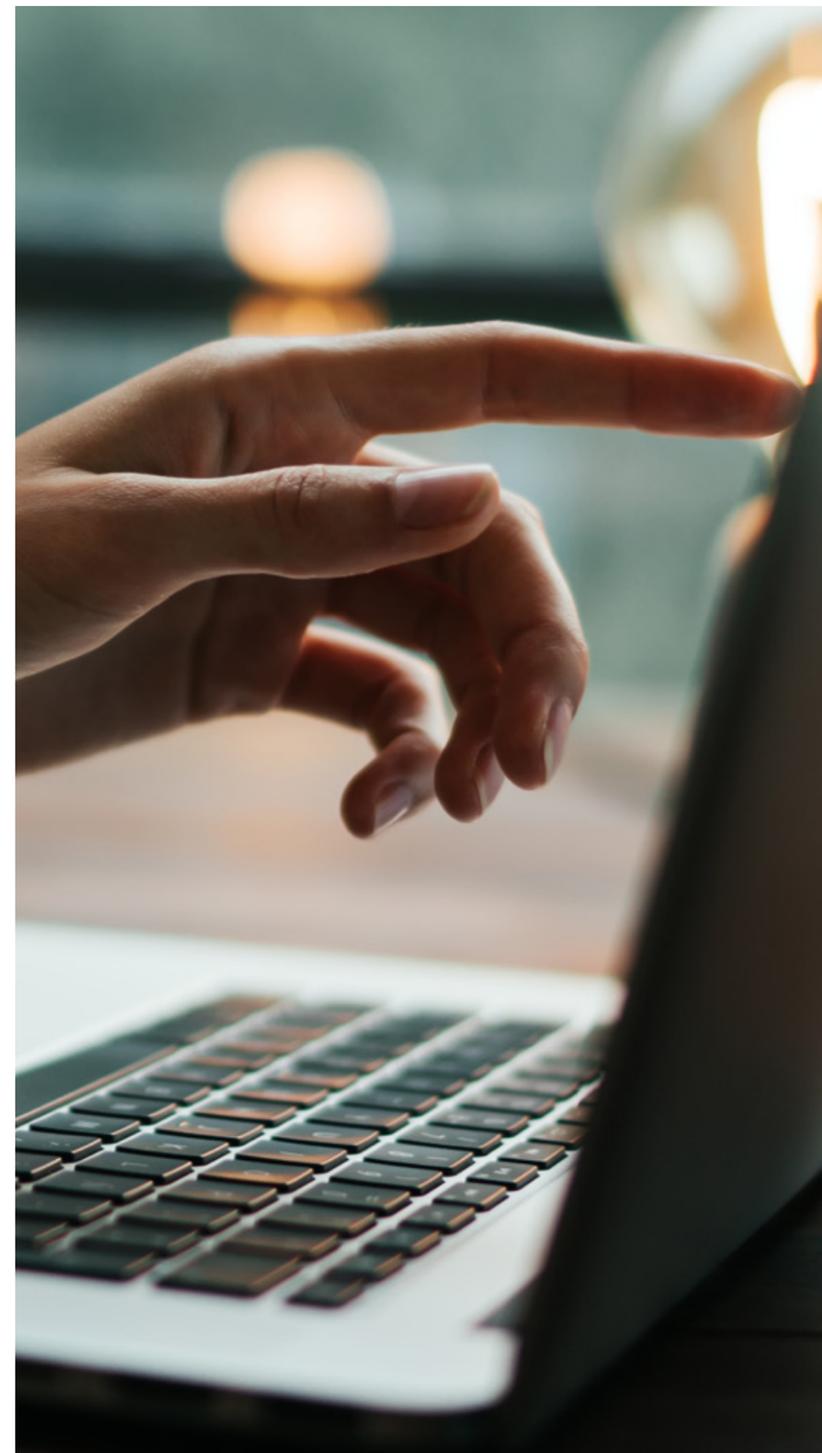
The Skills Centre works to enhance the student experience through the provision of customised workshops and sessions for students. The centre facilitated 12,204 student engagements, over 800 one-to-one appointments, 294 asynchronous submissions and over 10,000 weekly online engagements with students. Highlights from the academic year include:

- ✔ the development of a new Academic Integrity Digital Badge;
- ✔ Saturday morning academic sessions for Adult Continuing Education students;
- ✔ over 300 digital badges awarded to students;
- ✔ development of the **Student Success** Initiative.

12,204 Student Engagements in the Skills Centre.

Language Centre

The lifting of COVID-19 restrictions saw the end of the Irish government moratorium on visas for non-EU citizens to travel for the purpose of English-language study. This led to a recommencement of commercial activity this year by the Language Centre with student arrivals from South Korea, Turkey, Saudi Arabia, Albania, as well as from France, Italy and the Czech Republic.



The President's Awards for Excellence in Teaching

This awards scheme, the longest-running scheme of its kind in Ireland, recognises the outstanding efforts of teaching staff to ensure that UCC students receive the highest-quality learning and teaching experience. The 2021 recipients are:

Name	School/Dept.
Dr Philipp Hoevel	School of Mathematical Sciences
Dr Frank Cowley	Dept of Economics
Dr Aoife Daly	School of Law
Dr Hannah Daly	School of Engineering
Eugenia Bolado Colina	Dept of Spanish, Portuguese and Latin American Studies
UW0005 'Sustainability' Teaching Team	Multi-disciplinary team from a range of academic and support units

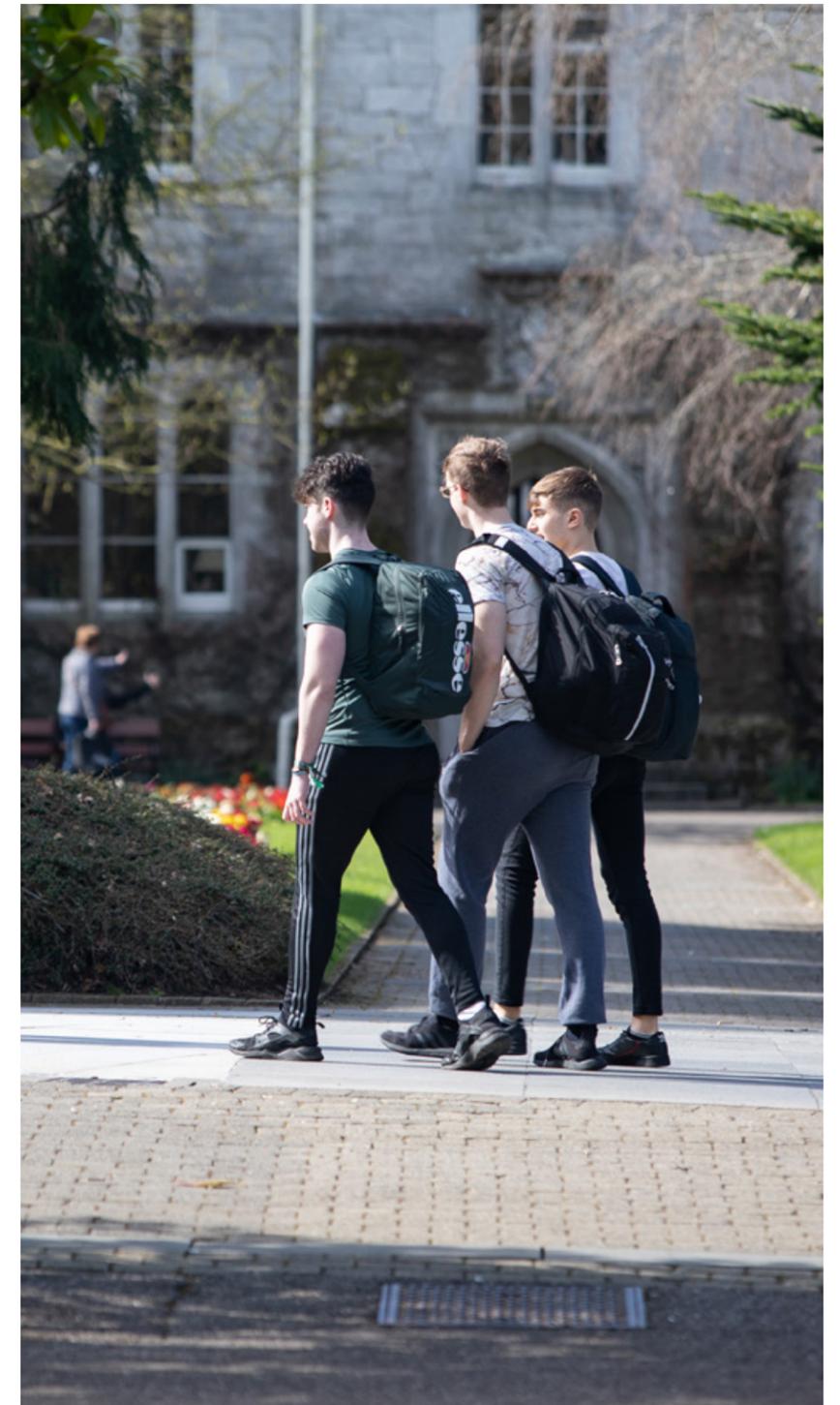
Student and Academic Administration Improvement

The Student Administration System Programme represents UCC's largest ever investment in its digital estate. This ambitious programme of work is in the latter stages of implementing a portfolio of five new administrative systems alongside a major technical upgrade of the Student Records System. Already, this investment is transforming how the university manages its curriculum portfolio and supports each stage of the student life cycle from recruitment, admission, placement, certification, service delivery right through to graduation. Importantly, this investment has significantly advanced UCC's organisational capabilities in project and change management.

MicroCreds Project

MicroCreds is an ambitious five-year project (2020-2025) on the use of micro-credentials in higher education, led by the Irish Universities Association (IUA) under the HEA's Human Capital Initiative Pillar 3 - Innovation and Agility. Several micro-credentials are currently in development at UCC, beginning with a pilot, with more planned in the future. Micro-credentials are an enriching addition to the university's reputation and tradition of lifelong learning.

60+ micro-credentials in development at UCC.





Connected

RESEARCH &
INNOVATION



Connected Research and Innovation

Research Prioritisation

UCC Futures, a programme of research prioritisation across 10 indicative areas of strategic importance, launched in December 2021. This ambitious programme connects researchers across disciplinary boundaries to deliver research that addresses global grand challenges and secures a sustainable future for all.

UCC Futures – Thematic Area	Launch
Radical Humanities Laboratory (Part of Future Humanities)	December 2021
Sustainability	July 2022
Food Microbiome & Health	November 2022
Future Medicines	December 2022
Collective Social Futures	March 2023
Future Pharmaceuticals	April 2023
Quantum & Photonics	Q2, 2023
Children (Thematic Launch)	Q2, 2023
AI (Artificial Intelligence) and Data Analytics	Q3/4, 2023
Ageing and Brain Science	Q3/4, 2023

Research Income

Research income reached €102.1 million this year, an increase of over 7% on last year (€95 million), across all Colleges and Research Centres. EU funding continues to be an important enabler of UCC's research mission, with 58 Horizon Europe awards (€33 million) secured during this period. UCC placed first amongst Irish universities for industry income this year (€11.5 million).

Science Foundation Ireland (SFI) continues to be the biggest funder of research activity at UCC. Funding was awarded to emerging research talent under the SFI-IRC Pathway Programme (€3.2 million) and 12 research projects under the Frontiers for the Future Programme (€6.8 million). Three researchers secured highly competitive European Research Council (ERC) awards (€4.75 million in total) in 2021:

- ✓ **Dr Lijuan Qian** (School of Film, Music and Theatre).
- ✓ **Dr María Rodríguez Aburto** (APC Microbiome Ireland and Department of Anatomy and Neuroscience).
- ✓ **Dr Piotr Kowalski** (School of Pharmacy and APC Microbiome Ireland).

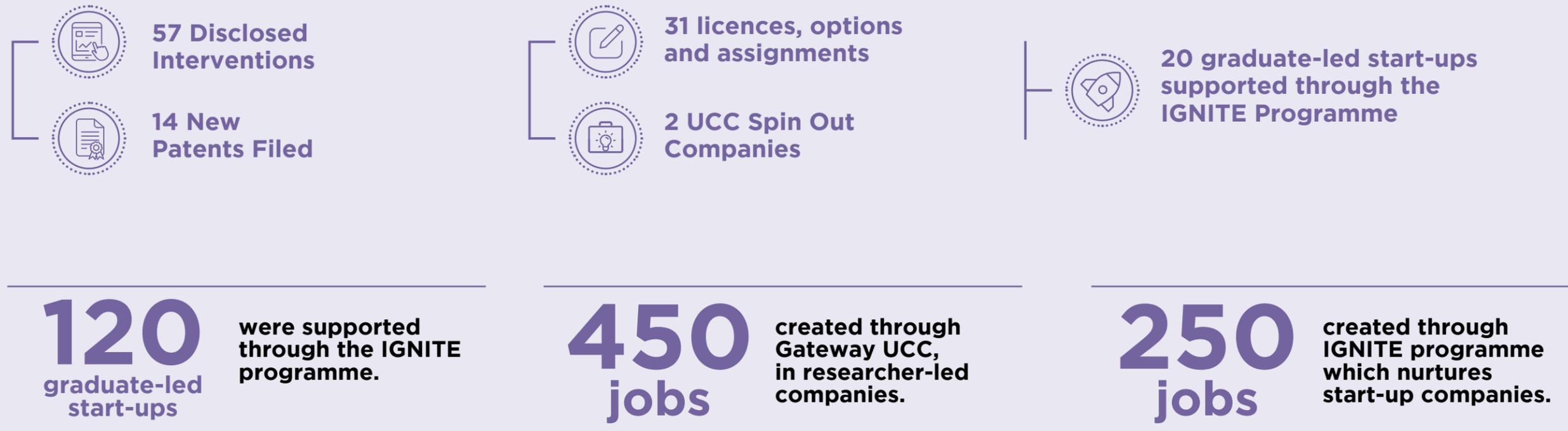
€3.2 million
SFI-IRC Pathway Programme Funding.



Innovation

In the last 10 years, UCC Innovation has supported the creation of new companies through Gateway UCC, which helps researcher-led companies, creating more than 450 jobs and raising over €50 million of public and private investment, and IGNITE, which nurtures start-ups from ideas to commercial reality, supporting more than 120 graduate-led start-ups, creating 250 jobs and raising more than €16 million in funding. In 2022, UCC Innovation was awarded ISO9001:2015 accreditation for its knowledge transfer procedures.

Innovation outputs in 2022 include:



Universities of Post-Industrial Cities

UCC joined seven European universities, under the UNIC (Universities of Post-Industrial Cities) project, to sign a joint declaration to develop research collaborations with societal partners that improve understanding of local, regional and global issues of public concern.

UN Sustainable Development Goals

University research plays an essential role in achieving the Sustainable Development Goals (SDGs) nationally and globally. As an internationally competitive, research-led university, UCC contributes to the growth of Ireland's knowledge-based economy, developing innovations and solutions to address global sustainable development challenges. In 2022, a university-wide project was undertaken to map UCC research onto the United Nations Sustainable Development Goals and raise awareness of the SDGs amongst the research community. This highlights the impact of our research in addressing the SDGs and the actions that UCC researchers are taking.

Research Outputs

This year, UCC research featured in the world's highest-impact journals, including:

✔ **Nature** (Professor John O'Halloran, President, Dr Aude Cincotta and Professor Maria McNamara, School of Biological, Earth and Environmental Sciences)

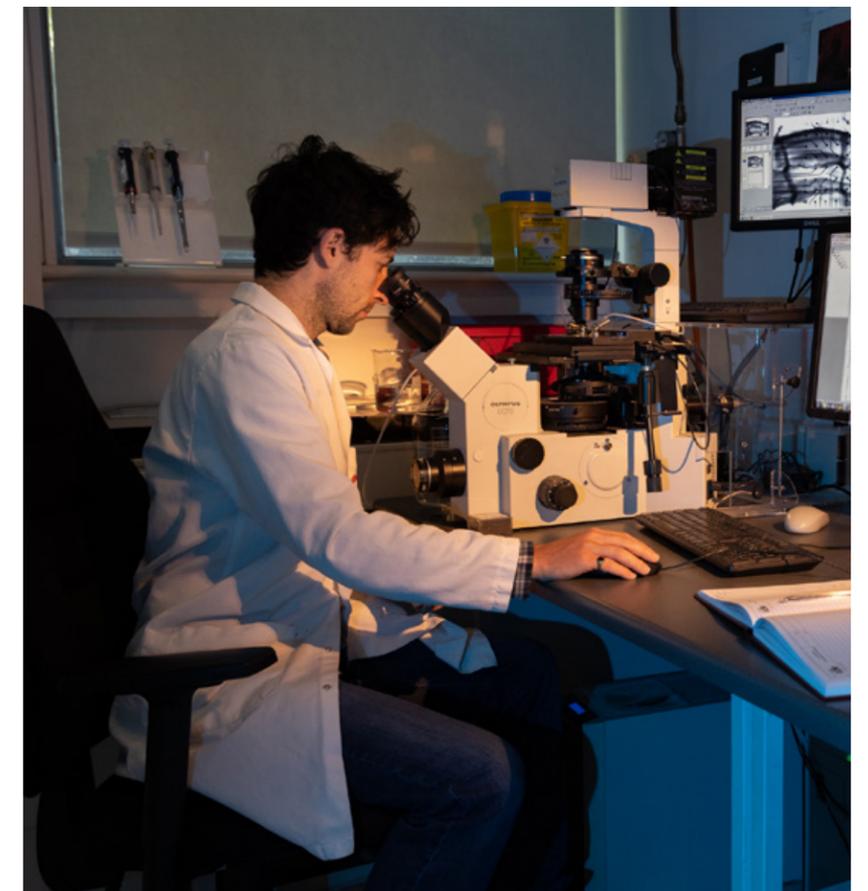
and

✔ **Science** (Professor Pádraig Ó Macháin, School of Irish Learning).

Research publications include:

-  **2,853 publication outputs**
-  **105,343 citations (2019-2021)**
-  **Collaboration with 4,338 institutions in 164 countries (57.8% of publications)**
-  **First in Ireland for citations (research impact) in the Times Higher Education World University Rankings 2022**
-  **First in Ireland for highly cited researchers in the Shanghai Rankings 2022**
-  **14 researchers on Clarivate's Highly Cited Researchers 2022 list (40% of featured Irish researchers)**

 **SUSTAINABLE DEVELOPMENT GOALS**



Research Awards 2021

Twenty seven exceptional researchers and teams were recognised for their outstanding contributions to research and innovation on a local, national and global level. Twenty categories were awarded.

Award	Awardee
Researcher of the Year 2021	Professor Justin Holmes (School of Chemistry)
Early-Stage Researcher of the Year 2021	Dr Carlos Garrido Castellano (School of Languages, Literatures and Cultures) Dr Maria Rodriguez Aburto (Department of Anatomy and Neuroscience)
Research Support Person of the Year 2021	Dr Louise Burgoyne (Tyndall National Institute) & Ms Saba Loftus (APC Microbiome Ireland)
Research Supervisor of the Year 2021	Dr Ronan Carbery (Cork University Business School)
Research Communicator of the Year 2021	Dr Paul Deane (SFI MaREI Centre/Environmental Research Institute)
Innovator of the Year 2021	Dr Frank Peters (School of Physics)
Research Award for Open Science 2021	Dr Karen Matvienko-Sikar (School of Public Health)
Consultancy Project of the Year 2021	Dr Karen Neville - Centre for Resilience and Business Continuity (CRBC)
Creating a Culture for Responsible Conduct of Research 2021	The Social Research Ethics Committee
Best Publication of the Year Involving an Undergraduate Student as an Author 2021	Jennifer Murphy (College of Arts, Celtic Studies and Social Sciences) & Thomas P. Sheerin (Tyndall National Institute)
Best Research Team 2021	The Marine Ecology Group led by Dr Mark Jessop & The Pregnancy Loss Research Group led by Dr Keelin O'Donoghue
Career Achievement Research Award	Professor Ivan Perry (School of Public Health)
Research Image 2021	Dr Vuslat Juska (Tyndall National Institute)
Licence Team of the Year 2021	Dr Anthony Morrissey, Dr David McGovern, Mr Ray Burke (Tyndall National Institute)
Engaged Research of the Year 2021	Professor Brian Ó Gallachóir - Dingle 2030 (SFI MaREI Centre)
Vice President for Research & Innovation Award for Interdisciplinary Research 2021	Professor Pádraig Ó Macháin (School of Irish Learning), Dr Daniela Iacopino (Tyndall National Institute)
Research Collaboration of the Year 2021	Dr Gerard McGlacken (School of Chemistry)
Spin-out Company of the Year 2021	Dr Declan Soden (Mirai Medical)
Start-up of the Year 2021	Clare Meskill (Teletherapy)
President's Award for Research Impacting the Sustainable Development Goals 2021	Dr Ger Mullally - Imagining 2050 (Department of Sociology and Criminology)



Tyndall National Institute

Research excellence is a key goal of Tyndall's 2025 strategy, and the Institute's unique 'atoms to systems' approach to delivering research with impact.

SFI Research Professor Dimitra Psychogiou received the inaugural Roberto Sorrentino YP Award of the European Microwave Association (EuMA).

SFI Research Professor Stefan Andersson Engels received multiple accolades at the European Medical Laser Association Awards, including a Lifetime Achievement Award.

Student awards included:

- ✓ **Andrea Pacheco's** Student Paper of the Year for the Optica Biophotonics Congress: Biomedical Optics;
- ✓ **Arbresha Muriqi**, 'Best Student Poster Award' at the 2022 AVS ALD/ALE conference;
- ✓ MCCI PhD student **Zhongzheng Wang**, Analog Devices Outstanding Student IC Designer.

SFI Frontiers for the Future and Partnership Awards were secured by Ray Duffy, Saibal Roy, Peter Parbrook/Stefan Schulz and Giorgos Fagas/Nikolay Petkov. Peter O'Brien won an SFI Centre-to-Centre award for quantum research in telecommunications. Early career researcher awards include Xing Ouyang's IRC Laureate and Vuslat Juska's IRC/Health Research Board DOROTHY award.

2025 strategy includes Research Excellence as a key goal.



Connected

STUDENT EXPERIENCE

Access and Participation

In 2021/2022, 22% of first year CAO admissions were admitted via Access Pathways. Admissions through the Disability Access Route to Education (DARE) were highest with 7%, with 5% each from the Higher Education Access Route (HEAR), Mature Students and QQI (Quality and Qualifications Ireland) entrants.

Access UCC facilitated more than €2 million for students in the form of financial supports and 856 students were able to avail of a laptop through the Laptop Loan Scheme.

Access UCC Registrations 2021/2022	
Disability Support	1,777
Mature Students	852
QQI/FE Students	547
Plus Programme	796

Student Activities

We Are UCC

The 2021/2022 academic year was a busy one for Clubs, Societies, Peer Support and the Students' Union as they participated in preparations for the We Are UCC campaign. This campaign was designed to re-ignite the on-campus experience for new and returning students. A total of 248 Peer Support Leaders gave over 7,000 volunteer hours.

7,000 Volunteer Hours for the We Are UCC Campaign.

Clubs and Societies

There were 49 active clubs with over 6,000 unique members and 117 societies with over 12,000 members. UCC Societies ran a successful Give it a Go Festival; designed to give new and current students in UCC a flavour of the vast number of societies on offer, it raised over €200,000 for charities during the year. UCC Societies also won an unprecedented seven national societies awards this year.

49 Active Clubs. **117** Active Societies.



Career Services

This year UCC Career Services successfully achieved the AGCAS Quality Standard, just the second university in Ireland to meet this quality mark. Career Services won several prestigious awards including: the Best Career Impact Strategy at the Education Awards 2022, the Association of Higher Education Careers Services (AHECS) Employability Award 2022 for Building Effective Partnerships, and a UCC Staff Recognition Award 2021. UCC Career Services' employability award offering, the UCC 'EmployAgility' Award Programme, was launched. UCC Alumni and Development in collaboration with Career Services launched UCC's first mentoring programme in October 2021. In May 2022, UCC celebrated and reviewed the inaugural UCC Mentoring Programme.

Opening of Hub Building

In May 2022 An Taoiseach, Micheál Martin TD, officially opened the state-of-the-art building on UCC's main campus where he spoke to a crowd gathered to celebrate the Hub's potential impact on future generations of UCC students.

The Hub is a renovation and extension of the 170-year-old Windle Building where generations of UCC medical students have been trained. The reimagined building houses many student services in one central location for the first time in UCC's history, and features a large event space, flexible learning spaces, versatile study spaces, meeting rooms, and a viewing window providing beautiful panoramic views across the university campus and Cork city.

170
year old

Windle Building was transformed into the state-of the art Hub Building.

Student Mental Health and Wellbeing Strategy

In October 2021 the Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris TD launched UCC's Student Mental Health and Wellbeing Strategy. The **Strategy** aims to create a needs-led integrated support structure across campus and externally, to offer students the right care, in the right place, at the right time.





Connected

PEOPLE



Recruitment Initiatives

A new candidate briefing document and **microsite** to coincide with the recruitment process for the senior posts of Deputy President and Registrar and Vice President for Global Engagement was developed this year. The microsite highlights UCC as an employer of choice and Cork as an attractive place to live and work, highlighting relevant information to any potential new hire.

Recruitment activity remains significant across the university. In addition to the normal recruitment programme, HR Central Services undertook several panel recruitment processes, which attracted a high number of applicants. In 2021 three IT panels, a Dental Nurse panel and an Executive Assistant panel were progressed.

Wellbeing and Development

UCC continued to focus on staff wellbeing and staff development this year. The Department of Human Resources Staff Wellbeing and Development team issued a comprehensive calendar of wellbeing events and developed additional wellbeing offerings. The university also facilitated bereavement workshops for staff who have suffered loss at any time but particularly during the pandemic.

Measures have also been taken to support new staff such as establishing peer support networks, and introducing several initiatives to support the mental and physical wellbeing of staff as we continue to navigate the changes brought about by the pandemic.

Staff Leadership Development

UCC is committed to investing in leadership development training for both academic and professional staff. This year saw a pilot leadership programme developed in collaboration with Trinity College Dublin, University of Limerick, National University of Ireland Galway, Royal College of Surgeons in Ireland, and Queen's University Belfast. This programme is for professionals at the level of School Manager. UCC professional and academic staff also facilitated workshops to 'Share your knowledge within the UCC community'.

New training was also developed to support staff in identifying and responding to student needs. The Connect With series was introduced to highlight the diverse range of supports available to staff in supporting students and to enable clearer visibility and signposting of these supports for staff.

Research Initiatives

The Career Acknowledgement for Research (Managers) Delivering for the European Area (CARDEA) project is a new research project between UCC and seven European partner universities, funded under the European Research Area Policy Agenda. The project will contribute to the European Commission's ambition to enhance the strategic capacity of Europe's public research performing organisations. Launched in UCC in June 2022, the European Commission has invested €1.4 million in this cross-European strategic partnership, marking the largest ever investment in research supporting Human Resources (Research) initiatives in Ireland.



University Staff Recognition Awards

The 2021/2022 Awards demonstrate the exceptionally high calibre of staff across UCC and the high regard in which nominees are held by the colleagues who nominated.

Award	Awardee
The Frank McGrath Perpetual Award for Equality and Welfare	Dr Laurence Davis (Department of Government and Politics)
Enhancing the Student Experience	UCC Career Services
Enhancing the Student Experience	Dr Therese Uniacke-Lowe (School of Food and Nutritional Sciences)
Exceptional Citizen Award	Dr Lekha Menon Margassery (School of Microbiology)
Exceptional Citizen Award	Professor Máire Leane (School of Applied Social Studies)
Leadership Award	Dr Ger Culley (IT Services)
Leadership Award	Dr Catherine O'Mahony (Centre for the Integration of Research, Teaching and Learning)
Impact Award	Michele Power (Quercus Talented Students' Programme)
Impact Award	Tom O'Mara (Centre for Digital Education)
Impact Award	JP Quinn (UCC Visitor Services)
Outstanding Colleague Award	Aaron Bolger (School of Applied Psychology)
Outstanding Colleague Award	Dr Barbara Doyle Prestwich (School of Biological, Earth and Environmental Sciences)
Outstanding Colleague Award	Tara Foley (Department of Anatomy and Neuroscience)



Connected

CAMPUS

IT Services

Cyber Security

Protecting the university community from cyber threats is the main priority of IT Services. In the last year 5,203 major security threats were closed and 400 servers upgraded to protect against malware and cyber attacks. Over 2,000 UCC staff engage in blended working, and they are enabled to work safely and securely.

Digital Education

This year saw UCC's online learning portal, Canvas Catalog, grow to 6,500 student enrolments, across Adult Continuing Education, Irish Management Institute and Continuing Professional Development. Blackboard Ally, UCC's accessibility tool for the virtual learning environment, was launched this year and has been used by 488 students to improve their accessibility to online content. 75 hybrid meeting devices to support hybrid learning and working were distributed this year.

6,500 students in 2022, used Canvas Catalog for online learning.

Student, Research and Data Services

IT Services fielded 20,395 student requests in 2022 and 1,174 formal cases were handled through CRM (Customer Relationship Management). Over €400,000 in funding and income was secured for research digitisation in 2022. Over 20,000 applicants used the new **UCC Apply** to apply for postgraduate studies this year, providing a pipeline across all postgraduate recruitment. In addition, over 30,000 transcript requests were processed online this year, reducing labour costs and increasing student satisfaction.

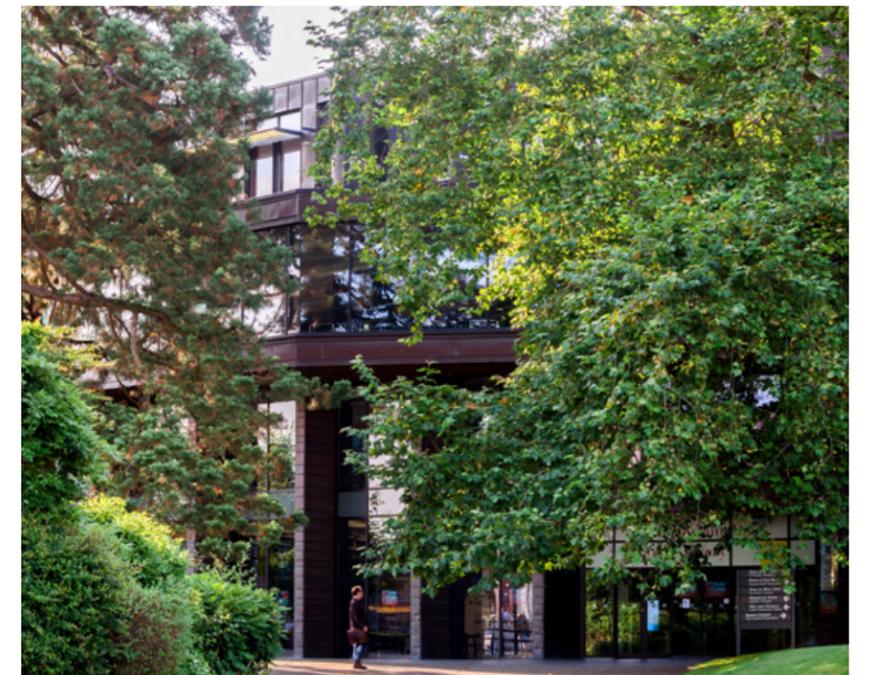


Boole Library

The library continued to support the academic mission of the university through the provision of innovative spaces, services and collections. The library opened 126 hours per week to serve the student community and UCC now has the longest opening hours of any academic library in the country. Through the operation of both in-person and digital services the library ensured that students continued to receive an excellent hybrid research and learning experience.

**126
Hours**

**Open per week at
the Boole Library,
for the student
community.**



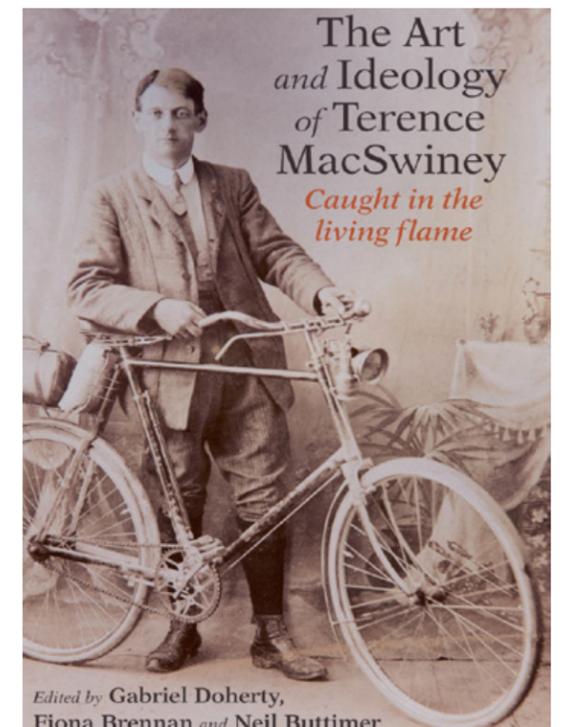
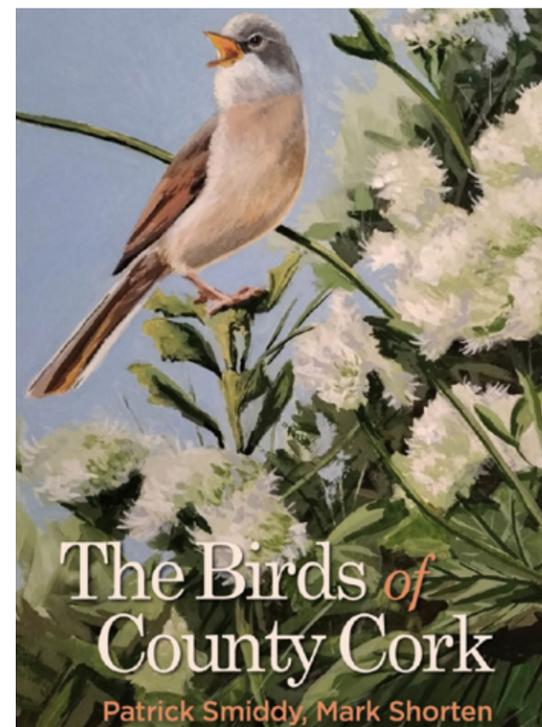
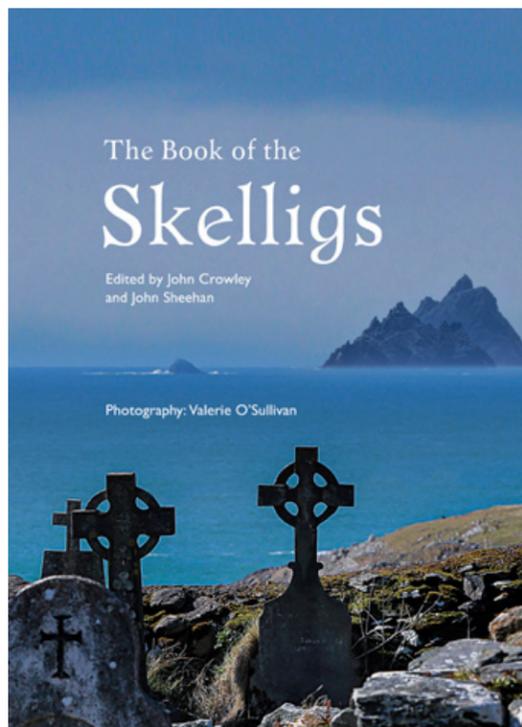
Cork University Press

The top three publications for Cork University Press for 2021/2022 were:

The Book of the Skelligs edited by John Crowley and John Sheehan (part of the award-winning Atlas series);

The Art and Ideology of Terence MacSwiney edited by Gabriel Doherty, Fiona Brennan and Neil Buttimer;

and *The Birds of County Cork* by Patrick Smiddy Mark Shorten and Russ Heselden.



Capital Developments

The university's capital programme continued during the 2021/2022 academic year with considerable progress on several active projects despite the impact of the COVID-19 pandemic, geopolitical issues affecting the global supply chain and unprecedented levels of construction inflation (13.4% in 2021). The capital programme is financed primarily through the European Investment Bank (EIB) loan facility which supports a €400 million programme. All capital projects align with UCC's strategic objectives and with the 2021 UCC Masterplan Review. Highlights include:

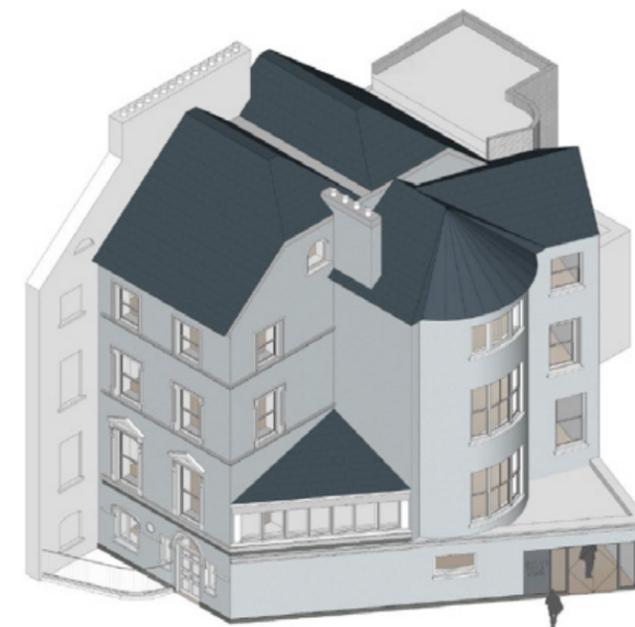
- ✓ During the public consultation phases, UCC made submissions to both the **Cork City and Cork County Draft Development Plans (2022-2028)** which were adopted in summer 2022.
- ✓ An RKD Architects led design team was appointed in December 2021 for **Cork University Business School**. The site masterplan was completed in June 2022. Developed design is progressing, with a view to submitting the planning application for the development before the end of 2022.
- ✓ An application for €25 million support for the refurbishment of the **Kane Science Building** from the Higher Education Strategic Infrastructure Fund (Round 2) – HESIF II was submitted in April 2022. The conclusion of the assessment by the HEA (Higher Education Authority) is currently awaited.
- ✓ Construction of **The Crow's Nest Development** continued this year. A phased occupation of the accommodation followed by the Student Health facilities is anticipated in 2023.



- ✓ Planning permission for the **Tyndall National Institute** expansion was granted by Cork City Council in March 2022. A third-party appeal to An Bord Pleanála is pending. Detailed design has continued, with a view to seeking tenders once all statutory approvals are in place.
- ✓ Following receipt of all statutory approvals and the completion of the detailed design for **Cork University Clinical Medical School**, tenders to construct the development were sought. Tenders were received in July 2022 and their evaluation is ongoing.
- ✓ UCC has a public sector target of a reduction in carbon dioxide emission of 51% by 2030. The **Enterprise Centre Deep Retrofit** project is the second phase of the HEA / SEAI (Sustainable Energy Authority of Ireland) Pathfinder programme which involves the deep retrofit of the Enterprise Centre on the North Mall campus (fabric, heat pump, etc). The design team for the project was procured and appointed in December 2021 and state support of over €3 million has been secured for the project. Planning permission was granted in June 2022. Detailed design is ongoing, with a view to seeking tenders in early 2023.
- ✓ The university continues to seek support from the state to address the gap between the available budget and the estimated project cost of the **Cork University Dental School and Hospital**.



- ✓ The design team for the low embodied carbon pilot project at the **Mardyke Arena Squad Gym** was appointed in January 2022. Statutory approvals for the 420m² single-storey open-plan space were granted in the summer of 2022. Tenders were received in July 2022 with the successful contractor starting in September 2022.
- ✓ Planning permission for the minor extension and refurbishment of the **Granary Theatre** was granted in June 2022. Funding support is actively being sought.
- ✓ The design team for the completion of the **George Boole House Retrofit** project has been appointed and it is expected that work will commence in 2023 for use by Cork BioHub.





Connected TO OUR COMMUNITY



Alumni and Development

Several online, in person and hybrid events were held including the Alumni Achievement Awards, events in the Global Speaker series and a Dublin Chapter event. Overall, 2021/2022 demonstrates an encouraging picture in terms of growing the university's philanthropic health, strategic corporate support, and alumni/stakeholder engagement.

Philanthropic Performance

2021/2022 saw a positive fundraising performance and strong return on investment with €9.3 million achieved in income and new pledges, against a target of €6 million. There were 271 donors (individuals, companies, trusts and foundations) this year compared with 185 in 2020/2021. This included 121 donors who gave for the first time, which is double the number of new donors acquired last year. Altogether there were 959 gifts, with some donors giving more than one gift in the period and others donating in regular instalments. A three-week direct mail/fónathon reached 768 alumni and achieved a pledge total of €84,000 towards the UCC Alumni Fund, student mental health and assisting both the UCC Sanctuary Fellowship scheme (for staff) and the Sanctuary Scholarship scheme (for students). In addition, five alumni signed up to become mentors and four registered their interest to leave UCC a legacy in their will.

Alumni from the classes of 1970, 1971 and 1972 attended their Golden Jubilee reunions and for the first time alumni were invited to participate in a class gift which raised over €20,000. In terms of future gifts, there were notifications totalling €8.15 million received from individuals who are intending to leave UCC a gift in their will.

Donor Relations and Stewardship: the university was successful in retaining donors to give again, testimony to the quality of keeping donors apprised of the impact and value of their support. There were over 330 bespoke donor interactions. Cork University Foundation (CUF) and UCC hosted the inaugural Benefactors' Lunch where the Philanthropy Impact **Report** was launched.

UCC Fundraising Campaign

UCC is at the early stage of preparing for a major fundraising campaign. A framework has been developed to bring forward the institutional priorities for philanthropy. Eighty proposals were received from across UCC and 29 projects of these were longlisted for inclusion in the campaign. Cases for support are being developed in advance of a fundraising feasibility study in 2023.





Connected

FOR
SUSTAINABILITY

Rankings and Awards

In September 2022 a new Office of Sustainability and Climate Action was established within the President's Office, to further enhance UCC's reputation and performance as a green university, highlighting the strategic importance of sustainability for the university. UCC is a sectoral leader in sustainability with the SDGs embedded across learning, teaching, research and operations. Research activity at UCC is mapped to the 17 UN Sustainable Development Goals and in November 2021, UCC's SDG Teaching **Toolkit** was launched. The toolkit was featured as a case study of best practice by the United Nations Academic Impact and by the Irish government in its 2022 SDG Implementation Plan.

UCC is the only Irish university to hold observer status on the United Nations Framework Convention on Climate Change and a delegation of eight staff and students travelled to the COP26 meeting in Glasgow in November 2021. A 'mock COP' event was organised on campus where students representing the positions of different countries took part in a simulation of negotiations. Our students and staff also engaged with our first UCC Climate Assembly, which focused on how we as a university could 'Build Back Better' following the pandemic. UCC also unveiled a specially commissioned mural by local artist Kevin O'Brien. The mural represents a positive vision of a sustainable city and depicts Cork against an imagined future version of itself.

In September 2022 UCC Futures: Sustainability was officially launched, offering 27 new full-time academic posts including the role of Associate Vice President for Sustainability and Climate Action. The posts were across the College of Science, Engineering and Food Science and the College of Business and Law. This programme of recruitment aims to drive a creative, inclusive and interdisciplinary approach to sustainability and provide transformative leadership that will further enhance UCC's outstanding research and research-informed teaching.

UCC is ranked as the 8th most sustainable university in the world by the UI GreenMetric Ranking and 62nd for impact against the Sustainable Development Goals (SDGs) in the Times Higher Education Impact Rankings. UCC was named the PWC/Business Post most sustainable large organisation in May 2022.

8th most sustainable university in the world.





Connected

FOR EQUALITY,
DIVERSITY AND
INCLUSION



Assets Naming

2021/2022 saw several assets renamed in honour of women. In February 2022, to mark Introduce a Girl to Engineering Day, the Civil Engineering Building was named after UCC's first female engineering graduate Iris Ashley Cummins; in the Hub, room G12 was renamed as the Áine Hyland Room in recognition of Áine's significant contribution to the advancement of Irish education at all levels including higher education, and the Environmental Research Institute's Lee Road Building was renamed in honour of the pioneering botanist and Cork woman Ellen Hutchins.

Gender Equality

The university was awarded a Professorship of Quantum Technology under the Department of Higher Education's Senior Academic Leadership Initiative (SALI) cycle 2 opportunities this year. The SALI initiative aims to support higher education institutions to take positive action to accelerate and achieve their gender equality and diversity goals and objectives. Five Athena SWAN departmental awards were achieved by the Schools of Chemistry; Biological Earth and Environmental Sciences; Pharmacy, Microbiology, and the Tyndall National Institute. Tyndall National Institute is the first research centre to get an Athena SWAN award in UCC.

With continued emphasis on increasing the proportion of senior female researchers at UCC, the Professional Skills for Research Leaders (females only) programme continued this year. This programme equips female researchers with the necessary skills to become successful research leaders and contribute to the advancement of their field.

id+ Project

As part of the id+ Project, in 2022 UCC launched two new programmes designed to meet the need for non-segregated, inclusive post-secondary education for people with intellectual disabilities: the Certificate in Social Citizenship and the Certificate in Disability-Inclusive Practice. A key feature of both programmes is the opportunity for certificate students to join degree students in existing modules across a range of disciplines. This provides an exciting opportunity for co-learning, where both groups learn with, from and about each other – representing a breakthrough for meaningfully inclusive education in the Irish higher education landscape.

To support capacity building across the sector nationally, a digital portfolio of resources for inclusive teaching and learning in further and higher education is being developed as part of the id+ Project.

Inclusive UCC – Embedding Universal Design

The Inclusive UCC project strives to make education accessible to all. The project aims to create a seamless and responsive experience for every student by adopting a Universal Design approach. With a holistic view of the student journey, this project ensures that every student remains at the heart of UCC's commitment to accessibility and diversity. With a dedicated project manager appointed in November 2021, UCC is leading the way in creating a truly inclusive learning environment for all.

2 new programmes launched in UCC for inclusive education for people with intellectual disabilities.



LGBT+

To mark National Coming Out Day, and in honour of Cathal Kerrigan and Dr Joan McCarthy, founders of the UCC LGBT+ Staff Network, the Rainbow Walkway was opened in October 2021. Running alongside the Boole Library and leading to the sensory garden, the Equality, Diversity and Inclusion Unit and the Students' Union Office, it is the first permanent walkway of its kind in a higher education institute in Ireland. In March, the university hosted the Lesbian Lives conference, coordinated by LGBT+ Staff Network. In July, UCC sponsored Cork Pride for the first time under the caption #ProgressWithPride/#BogaimisLeBród.

Race Equality

In 2021/2022, UCC was given an inaugural Cork Traveller Ally award to acknowledge the ongoing work of many staff, schools, departments, researchers and students who have reached out to the Traveller community over the years. The award also recognised the university's ambition to increase the number of Traveller graduates at the university and improve Traveller education outcomes in general.

OCTOBER 2021 The Rainbow Walkway was opened in UCC.

Speak Out Anonymous Reporting Tool

Speak Out, an online tool that will allow students and staff to anonymously report incidents of bullying, cyber bullying, harassment, discrimination, coercive behaviour or control, stalking, assault, sexual harassment, sexual assault and rape, was launched in February 2022. The tool is a national initiative and is currently available in 17 other higher education institutions across Ireland.

UCC Ukraine Response

The 2022 Russian invasion of Ukraine has resulted in a large number of people fleeing conflict, displaced, and seeking refuge and protection in Ireland. In response and as a committed University of Sanctuary, UCC has a focus on supporting these new members of our

communities, working together with local government, public sector agencies and NGOs for joined-up approaches locally, regionally and nationally. In 2022, UCC created a Sanctuary Fellowship Scheme. Through this scheme scholars and staff members from universities and other third-level institutes outside of Ireland, who are at risk because of conflict or other serious human rights violations, can apply for a six-month fellowship in UCC. It is the first fellowship of its kind in Ireland's higher education sector.

Additionally, ACE launched a new 'Welcome to Ireland: An Introduction to student life in Ireland' short course with cross-university input from both staff and student bodies.





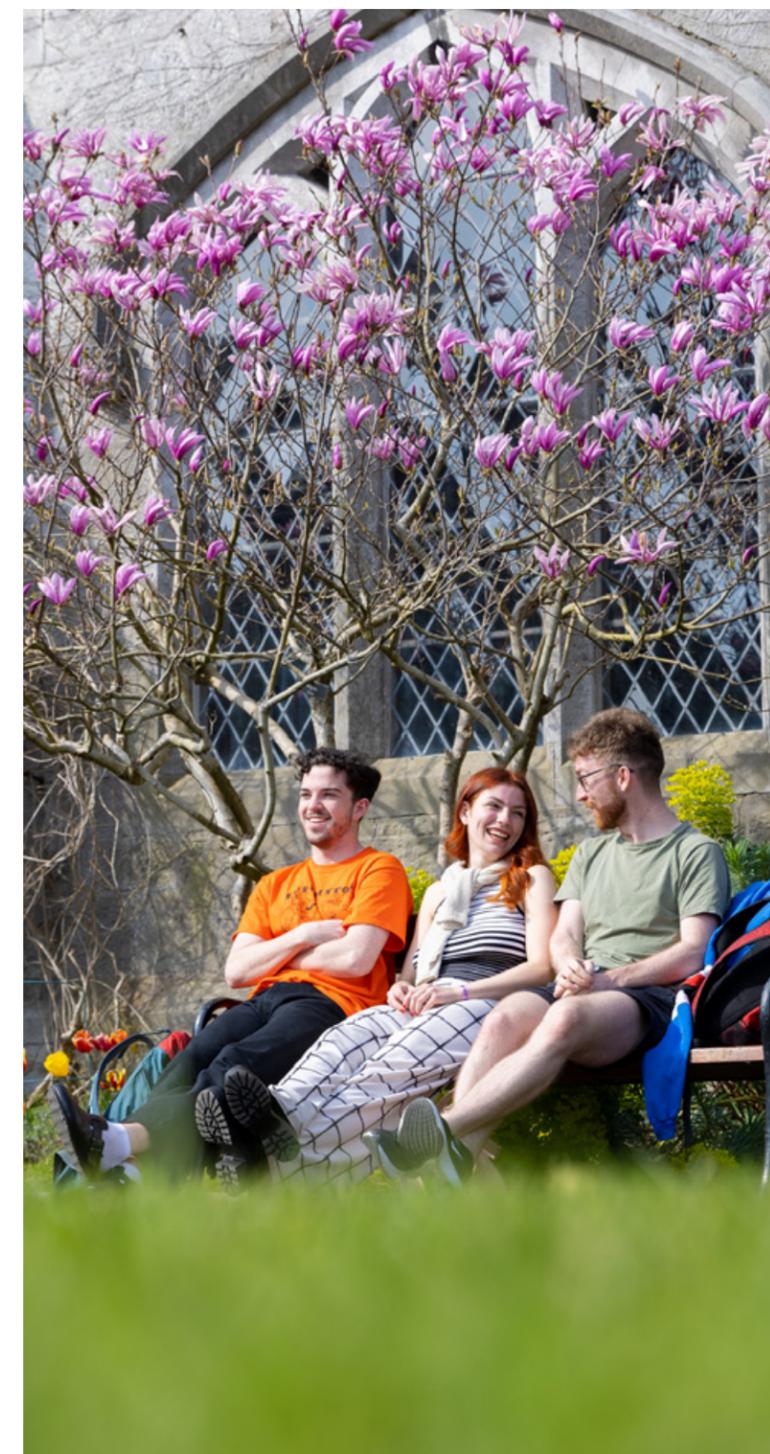
Finance

Statement of Comprehensive Income Performance Overview 2021/2022

	30/09/2022
	€'000
State Grants	80,238
Academic Fees	160,282
Research grants and contracts	102,141
Amortisation of state capital grants	10,202
Other operating income	50,861
Interest income	34
Investment income	535
Deferred funding for pensions	44,122
Donations and endowments	4,177
Total income	452,592
Staff and pension service costs	293,850
Other operating expenses	103,201
Pension and other interest expense	33,083
Depreciation	21,553
Total Expenditure	451,687
Surplus/(deficit) before other gains/losses	905
Profit on disposal of fixed assets	(1)
Profit on disposal of investments	-
Gain/(loss) on investments	(170)
Surplus/(deficit) before taxation	734

Highlights: Statement of Comprehensive Income 2021/2022

- ✔ **Total Group Income** in 2021/2022 was **€452.7 million** compared to €432 million in 2020/2021 – an increase €20.7 million / 4.8%.
- ✔ **State grants are higher by €12.3 million** – the key drivers being increases in Recurrent Grant €3.9 million, Devolved Grant €2.8 million and €2.3 million in national pay award agreement funding.
- ✔ Academic fee income increased by **c. €7.4 million** on last year's level to €160.2 million and is inclusive of 'Free Fees' of €47.9 million & 30% paid by the state, reflecting continuing growth in student recruitment.
- ✔ **Research Income** at €102.1 million is **7.5% higher** than previous year – reflecting recovery in research activity and expenditure post-COVID-19.
- ✔ Other operating income **increase of €7 million** year on year reflects continued post-COVID-19 recovery in commercial activity.
- ✔ **Net total expenditure** in 2021/2022 at **€451.7 million**, up from €427.1 million in 2020/2021, across all main expenditure heads driven by higher inflation and national pay awards.
- ✔ As a result – year end 2022 **overall group surplus €734k** /Earnings before interest, tax, depreciation and amortisation €16.3 million.



Statement of Financial Position – Balance Sheet

	Consolidated	
	2022	2021
	€'000	€'000
Non-current Assets		
Fixed Assets	688,897	687,819
Heritage Assets	2,936	2,916
Investments in Subsidiaries	-	-
Investments	<u>28,793</u>	<u>28,573</u>
	720,626	719,308
Current Assets		
Stocks	632	397
Debtors	41,651	54,961
Investments	70,813	54,405
Cash at Bank	<u>63,821</u>	<u>55,239</u>
	176,917	165,002
Creditors: Amounts falling due within one year	(271, 096)	(253, 213)
Net current liabilities	(94,179)	(88,211)
Total assets less current liabilities	626,447	631,097
Creditors: Amounts falling due after one year	(379,686)	(383,523)
Retirement benefit liability	(1,388,310)	(1,939,100)
Retirement benefit receivable	<u>1,385,226</u>	<u>1,934,469</u>
Total net assets	243,677	242,943
Restricted reserve		
Income and expenditure - restricted reserve	23,447	23,219
Restricted reserve		
Income and expenditure - unrestricted reserve	<u>220,230</u>	<u>219,724</u>
Total	243,677	242,943



Highlights: Statement of Financial Position - Balance Sheet

- ✓ Growth in net assets of **€734k to €243.7 million**.
- ✓ Cash position **€134.6 million** at year end 2022 – is inclusive of fees paid in advance and payment in advance for Research and Capital Funding.
- ✓ Cash days 109/target 60.
- ✓ Bank borrowings **increased in 2021/2022 by €400k** – HFA supported Student Accommodation less repayment of existing loans.
- ✓ **Bank loans restructured** during the year – given Ulster Bank is exiting the Irish market. All loans fixed as of June 2022 – no exposure going forward to interest rate risk.
- ✓ **Debtors are lower** year-on-year by **€15 million** – following receipt of pension funding from the Higher Education Authority.
- ✓ **Short-term creditors increased** in 2021/2022 by €15.5 million – driven by timing of payments arising from certain research activities, national pay award, and general recovery in activity post-COVID-19.
- ✓ Statement of Financial Provision Unrestricted Reserves includes **FA revaluation reserves €134 million**, FRS102-related non-exchequer capital grants €101 million – offset by Revenue Reserves/Trust Fund and Cork University Foundation Reserves, totalling €15 million.





Enabling CONNECTIONS



Corporate and Legal Affairs

To ensure a more agile and responsive service to the university, an external review was carried out and a comprehensive restructuring of Office of Corporate Legal Affairs (OCLA) functions was undertaken this year.

Four units were established:

- ✔ Corporate Secretary Office;
- ✔ Legal and Information Compliance Unit;
- ✔ Governance Unit;
- ✔ Enterprise Risk Management Unit.

During the 2021/2022 academic year:

- ✔ OCLA developed a contractual framework and provided data protection advice for the World Health Organisation COVID-19 clinical trial on behalf of the Department of Health involving more than 25 partners.
- ✔ The Code of Governance for Universities 2019 was implemented, providing a framework for best practice in corporate governance by universities.
- ✔ OCLA established an enterprise risk management approach for risk management, health and safety, insurance and emergency management and established the Enterprise Risk Management Committee.
- ✔ The UCC vs ESB subrogated flood claim was completed after ten years. An external review of Governing Body and its committees was undertaken.
- ✔ New regulations were developed to support academic promotion, enable cluster hiring for UCC Futures and enhance recruitment of European Research Council grant holders.



Membership of Governing Body 1 July 2021 to 30 June 2022

Chief Officer:

Professor John O'Halloran,
President

Chairperson:

Dr Catherine Day

Senior Officers:

Professor Stephen Byrne, Registrar

Professors/Associate Professors:

Professor Frédéric Adam
Professor Nuala Finnegan
Professor David Kerins
Professor Anita Maguire
Professor Barry O'Sullivan

Academic Staff :

(other than Professors/Associate Professors):

Michael Delargey
Dr Finola Doyle-O'Neill
Dr Angela Flynn
Dr Heather Laird
Dr Brian O'Flaherty

Staff (other than academic staff):

Sinead Hackett
Gary Hurley
JP Quinn

Students:

Asha Woodhouse, President, Students' Union
Sinead Roche, Deputy President, Students' Union

Postgraduate Student:

Srujani Dash, Postgraduate Officer, Students' Union

Nominees of External Organisations:

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

Nominees of the Minister for Education and Science Professor:

Professor Maeve Conrick
Fionuala McGeever
Rose McHugh
Bride Rosney

Graduates:

Owen Dinneen
Michelle Healy
Jennifer O'Sullivan

Lord Mayor of Cork:

Cllr Colm Kelleher

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

Nominees of the Councils of the Administrative Counties of:

Cork	Cllr Bernard Moynihan
Waterford City and County	Cllr Seamus Ryan (Mayor of the Metropolitan District of Waterford)
Kerry	Cllr John Francis Flynn
Limerick	Cllr Jerry O'Dea
Tipperary	Cllr Michael Fitzgerald

UCC At A Glance

