



**Coláiste an Ghnó agus an Dlí**  
**College of Business and Law**

**Annual  
Report**  
**2016/17**



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## Introduction

It is my pleasure to present the Report of the College of Business and Law for 2016/17, which aims to inform Governing Body on our key achievements, including the progress we have made in the implementation of the University's strategic objectives.

In the past year, the College has enabled its two Schools – the School of Law and Cork University Business School (CUBS) – to mature under new governance arrangements and leadership. The School of Law maintained its ranking among the global elite law schools (QS 150) with its excellent research agenda and external engagement, while CUBS continued to achieve key milestones towards international accreditation. At College level, active Committees on Teaching and Learning and Research continued to challenge and support our important activity in these areas and our students continued to enjoy quality placements, including at graduate level, and varied study abroad opportunities.

In addition to the important day-to-day activity of delivering quality education to our students, managing programme changes through a semesterised curriculum, developing new graduate programmes and progressing an ambitious research and internationalisation agenda, the following headline achievements for 2016/2017 should be highlighted:

- Following the successful conclusion of the largest professorial recruitment exercise, ever undertaken by the University, ten newly appointed professors took up their posts in 2016/2017, occupying new leadership positions across the College. Succession was secured in the headship of all departments, a new Dean of CUBS was appointed and Vice Deans are now also in place. Appointments were made to enhance school administration in both Schools. The next round of professorial recruitment is underway in CUBS and a staffing plan has secured management support for academic staffing. The School of Law's Chair in Human Rights is currently being filled and a number of outstanding adjunct professor appointments have been made.
- The transfer of the Department of Government to the College of Arts, Celtic Studies and Social Sciences has been successfully completed, locating the department alongside its cognate disciplines within a new School structure.
- A new College Research Strategy has been developed and funded in order to reward international publications and stimulate the delivery of excellence in research output. Several

**“2017 – A year during which the College made significant progress in the implementation of the University's strategic objectives.”**

**Head of College,  
Prof Ursula Kilkelly**



new research centres have been established and inter-disciplinary research clusters, in Sustainability, Health and Fintech have emerged across the College.

- Progress has been made in the identification of a site for the new Business School building and works on the new Centre for Executive Education at Lapp's Quay are well underway. Governance for both projects falls under the Head of College chaired CUBS Building Steering Group. The School of Law has begun to develop plans for a new Law building.
- Fundraising and alumni engagement have been actively pursued in both Schools, with the support of the UCC Development and Alumni Relations Office.
- The Head of College chairs the UCC-IMI integration Steering Group and work is advanced on the project, with the completion of corporate and financial work streams. Academic integration is being carefully mapped out, in line with the University's QA requirements, to maximise the opportunity of the merger.
- The membership and terms of reference of College level Committees - in Internationalisation, Research, Teaching and Learning, Sabbatical Leave, and Adjunct Appointments - have been refreshed.
- CUBS has made steady progress towards the achievement of AACSB accreditation with submission of its initial Self Evaluation Report (iSER).
- Substantial marketing and branding campaigns are almost complete in both schools, with successful investment in international recruitment especially at graduate levels.

The scale of change and development is not without its pressures. The CUBS Business Plan is resourced by fee increases and higher student numbers and the increased demands on staff of accreditation and other strategic priorities present an ongoing challenge. The investment in staff supports and school leadership have been an important part of the College strategy and we seek to celebrate achievements and success of both students and staff as much as possible. However, the physical infrastructure of teaching and student spaces is well below the standards of modern Business and Law schools and the increased staff numbers have required some imaginative solutions to existing space deficits. Although plans for new, high quality space is advancing, the inevitable gap of several years before this contemporary infrastructure will be available presents a significant and ongoing practical challenge for both schools.

Overall, however, the College is in a very positive place – financially and otherwise – with many exceptional student and staff achievements to report. Further details of these changes are set out in the pages that follow and accordingly, I commend this report to you for your consideration.



**Professor Ursula Kilkelly, Head, College of Business and Law**

The College at a Glance

COLLEGE OF BUSINESS AND LAW - FACTS



**4264**  
Total Student  
FTE

**197**

145 academic  
& 52 professional/  
Technical staff



**20,500+**  
Alumni  
worldwide



**3305**

Undergraduate  
FTE

**958**

Postgraduate FTE

**173**

Research

**197**

International  
students  
(Headcount)

**€3Million+**  
Research  
income



**€29.79Million+**  
Annual income

**61%↑**

Highest Growth in  
International  
Postgraduate  
Registrations  
2017 (Economic  
Fee)

College  
Capital  
Projects  
Pipeline -  
**€111 Million**

**Law  
School  
ranked  
Top 150**



**CUBS**

Has the largest  
number of full-time  
undergraduate  
business students in  
Ireland

## Student Population

The College's undergraduate numbers continue to grow in line with demand and the College objective is to attract high quality students across its programme portfolio. Of the College's undergraduate entrants through the CAO, over 40% achieved 500 points or more for entry in Academic Year 2016/17, whilst for entrants in 2017/18 this was 34%.

Year	2013/14	2014/15	2015/16	2016/17	2017/18*
<b>UG</b>	2,926	3,036	3,234	3,362	3305
<b>PG</b>	1,094	1,063	1,002	1,114	958
<b>Total</b>	4,021	4,099	4,236	4,476	4264

\* Please note that student numbers have been impacted by the transfer of the Department of Government from the College of Business and Law to the College of Arts, Celtic Students and Social Sciences which occurred on 01 October 2017. 2017/18 student numbers reflect this change.

Allowing for the transfer of the Department of Government to CACSSS, growth continued in student numbers at undergraduate level in 2017. However, whilst programme entry for 2016/17 at postgraduate level was very strong, particularly for Irish and European students, the revitalised national economy and its positive impact on graduate employment opportunity has had a knock-on effect on recruitment to postgraduate programmes for indigenous and European postgraduate applications. This was reflected in a lower intake for 2017/18. However, the introduction of work placement opportunities on a number of postgraduate programmes, coupled with the 2 year stay back work visa for international students has had a very positive impact on Non-EU postgraduate programme applications, which compensated in overall fee income generation at postgraduate programme level.

## Teaching and Learning

The College is committed to ensuring that its students receive an outstanding and internationally recognised teaching and learning experience during their time here at UCC. It is focused on ensuring its curriculum is research informed and critically evaluated to achieve these objectives.

The College is examining its broad portfolio of programmes to assess ongoing market demand and anticipated further trends in academic and pedagogical developments. Whilst new programme development will continue, the focus during the year was the refresh of existing programmes while rationalising the range of programme offerings. This is reflected in the programmes approved during the year.

### New Programmes 2016/17

Due to the examination of the programme portfolio of the College, new programme development within the College has been less dramatic than in previous years given the range of programmes that



exists across the two schools at undergraduate and postgraduate level. Strategic consideration has been given to introducing a small number of new programmes, some of which commenced in the 2016/17 academic year. Details of new programme introductions follow: -

### CUBS

The **MSc Business Information and Analytical Systems** and the **MSc Information Systems Risk Management** commenced 2016/17 (both replacing the **MSc Business Information Systems**). The **MSc Healthcare Leadership** also commenced in 2016/17 and was developed in association with HSE South. Marketing of the new **MSc Digital Health** and **MSc International Account Practice** programmes continued up to July 2017 for first programme intake in September 2017.

### School of Law



***Pic: LLM Marine and Maritime fieldtrip on LE Eithne, Dr Benedicte Sage-Fuller with the first cohort of LLM Marine and Maritime Students***

*The School of Law enjoys an established international reputation in the Environmental and Natural Resources Law field and its new programmes build on a wealth of experience within the School of Law and our unique location in Cork Harbour. The LL.M. (Marine and Maritime Law) is a unique programme in Ireland and addresses a growing need for legal expertise in such sectors as marine environmental protection and nature conservation, marine energy and natural resources, port services, maritime commercial services, shipping and international trade, naval security, maritime rescue, aquaculture and seafood production and harvesting, and coastal and marine leisure activities.*

*A further development in this area is the establishment of the Centre for Law and the Environment at the end of 2017, which consolidates Law's research expertise in this area. Professor Owen McIntyre and Dr Bjørn-Oliver Magsig from the School of Law were part of the successful Ocean Law and Marine Governance Award, amounting to a grant of €800,000 over 4 years, in conjunction with the MaREI Centre.*

In the School of Law the **BCL Law and Business** degree commenced in 2016/17 with very high demand resulting in CAO points cut off of 543 points. The **BCL (Pathways)** also commenced in 2016/2017 and restructured the entry-routes into Law. The new BCL provides students with a gateway to the study of law whilst allowing each student to shape his or her own study experience. All students commence as BCL (Pathways) students and, upon completion of their first year, can apply to transfer to their preferred path **BCL, BCL (Clinical) or BCL (International)** for the remainder of their degree. This provides greater flexibility and student choice, whilst allowing the School to be more responsive to student demand. Two new postgraduate programmes were introduced in 2016/17 - the **LLM Marine and Maritime Law**, in collaboration with the **Irish Naval Service**, and the **LLM Environment and Natural Resources Law**, both building on significant strengths in the School.

### **Teaching and Learning Developments and Activity**

The College's strategic objective in Teaching and Learning (T & L) is to deliver research-inspired teaching and learning with a world class student experience through support and commitment that is informed by good practice, scholarship and research.

The College of Business & Law seeks to facilitate and enhance the T&L experience of staff and students through leveraging staff knowledge and expertise. Opportunities are created for sharing experiences of successful innovative practices among College staff. Additionally, small research projects are undertaken to gather insights into matters such as student experiences and the impact of new practices/technologies on student engagement and learning.

The Committee continues to explore current T & L issues. It is seeking to address challenges around student engagement, given the significant evidence highlighting the impact of poor engagement on performance. It also seeks to leverage the University funding to further enhance teaching and learning spaces/technologies. Recent activities/initiatives of the Committee included workshops, research initiatives and presentations.

The Committee established a College Teaching Fellowship of €1,500 for short research projects on T&L. Dr Michelle Carr received the fellowship in 2016/2017 and completed work which explored the use of apps to enhance student engagement & performance. This work was set within the context of large class groups where participants tend to be passive rather than active learners, resulting in learning indicated by a basic understanding of key concepts rather than a deep understanding of concepts and how they fit together. The findings of this work were disseminated within UCC and to the broader academic community and included Dr Carr leading a panel discussion on student engagement at the Global Business Research Symposium (GBRS) hosted in UCC in July 2017.

Additionally, the 2<sup>nd</sup> Annual College sponsored workshop on The Integration of Technology into Teaching and Learning took place in April 2017. The speakers were -

- Dr Douglas Cubie on using gaming as a teaching tool in a classroom setting
- Dr Brian Turner on the value of video as an assessment tool
- Ms Claire Fennell introduced participants to the instructional designer's role in supporting teaching and learning



Furthermore, to inform CBL staff of ongoing teaching and learning initiatives and activities within the College, the Committee invited a number of speakers to present at College Council meetings. In 2017 these were:

- Dr Niall Duggan who spoke about the Department of Foreign Affairs and Trade expectations and experiences with work placement students
- Dr Robbie Butler addressed the issue of bridging the gap between past and future performance by engaging with students post-exam

The Committee initiated a survey that was led by its student representative, Ms Kayleigh O'Sullivan, and supported by committee member Dr Noel Wood which examined factors that could enhance student engagement in the classroom setting. The survey was completed in May 2017 and findings were disseminated in early 2018.

The College also seeks to take advantage of University level funding and was successful in securing the UCC Next Generation Learning Spaces Funding (applicant – Committee member Dr Niall Duggan) in the O'Rahilly Building. It is planned that the room will be repurposed over the summer recess 2018.

Activity at College Teaching and Learning Committee level is complemented by activity at School level, for example the School of Law's Teaching and Learning Committee and Curriculum Committee has introduced a number of Teaching and Learning-related initiatives during the 2016/2017 academic year, based on reviews of good and best practice in other law schools. These include:

- Introduction of a Personal Tutor Checklist, to support the long-running personal tutor scheme
- Advanced General Feedback on Semester 1 Exams
- Annual programme and module reviews

The combination of College level activity with School activity, attuned to the specific needs of the individual disciplines, greatly enhances the College's ability to support staff in providing an outstanding, student-centred teaching and learning experience.

## **International Accreditation and Ranking**

The College's activity in supporting Accreditation and Ranking of its Schools is aligned with Action 6 in the UCC Strategic Plan 2017-2022. Details by School follows: -

### CUBS

An important strategic objective for CUBS is to achieve international accreditation with the Association to Advance Collegiate Schools of Business (AACSB). The AACSB Accreditation Process includes rigorous

self-evaluation and peer-review elements. A school must meet all of AACSB's Accreditation Standards and complete all requirements. Only then will it be recommended for Accreditation.

The standards encompass all the activities of the School and its relationship with the University and will also include the Irish Management Institute (IMI). CUBS applied, and was accepted for, institutional accreditation, which implies that all business education degree programmes and related programmatic activities in business academic units and other non-business academic units are included in the scope of the AACSB accreditation review. Therefore, any non-CUBS programmes that can be identified as business in nature are subject to accreditation. Once achieved, UCC will then be an AACSB accredited University.

Having achieved eligibility for AACSB accreditation, CUBS completed and submitted its Initial Self Evaluation Report (iSER) in 2017. The report outlines how current School activities meet the expectations of the 15 AACSB Standards and identifies gaps that will need to be closed to meet expectation of these Standards. It also indicates how the School will address areas for improvement during the Initial Accreditation process and maintain continuous improvements across its programmes. The iSER was approved by AACSB in November 2017 and Dean Joyce Strawser has been appointed as AACSB mentor to CUBS. The School has three years to demonstrate alignment. Final Report submission is anticipated by the end of 2019, subject to satisfactory progress being made. The review team should therefore be on site to review CUBS in 2020.

Significant investment of resources has been made to get CUBS to this point in the accreditation process. Dr Ed Shinnick has been appointed Vice-Dean of Accreditation and Governance and is leading this process. The School has also engaged project management expertise from UCC Academy enabling a significant body of work to take place to realign strategy, structures, processes, programme standards and orientation to meet with AACSB, UCC and QQI academic requirements. In such a highly complex and onerous process the continued support of the University will be important to enable CUBS to successfully deliver international accreditation for the University. Significant challenges remain around assuring the learning of our vast array of programmes, faculty deployment across those programmes and the ratio of senior to junior faculty.

Once AACSB accreditation is achieved CUBS will belong to the top 5% of world's business schools possessing such accreditation. This will help attract the highest quality students, both national and

## AACSB – Key Themes

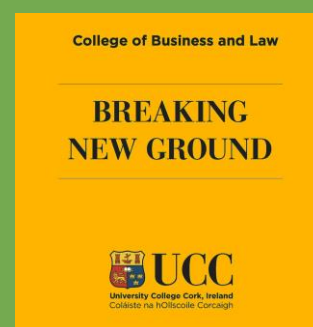
The AACSB standards assesses a school's ability to perform in critical areas, such as teaching, research, curricula development, and student learning. They are grouped around four key themes:

Strategic Management and Innovation;

Participants – Students, Faculty, and Professional Staff;

Learning and Teaching;

Academic and Professional Engagement.



international, high quality faculty and enhanced engagement with industry and educational partnerships.

### School of Law

The School of Law has been successful in maintaining its ranking in the top 150 Law Schools in the world under the QS subject rankings for the fifth year in a row, positioning itself among the global elite of Law Schools. In scoring relevant subject matter providers QS Subject Rankings consider Academic Reputation, Employer Reputation, Research Citations and the Hirsh Index (a measurement of productivity and impact of a paper or disciplinary unit)

Whilst pleased to maintain its current ranking, the School has been investing in key academic positions and its support infrastructure to continually improve research output, international standing and the Schools academic reputation to ensure its rankings will improve to a position within the top 100. The School of Law has strong, dynamic external engagement with representation on public bodies and excellent relations with partners, alumni and other external stakeholders. Its strong engagement with the professions in Ireland and abroad has continued. The School is committed to prioritising this activity in line with its identity as a leading International Law School at the interface between law and society.

Informed by its values, and committed to enhancing the important role that the Law School plays in its community, it has identified numerous strategic activities to realise this goal. It has also been developing its international relationships with the formation of new prestigious partnerships. In 2016/2017, the School of Law entered a legal agreement with Wuhan University, China (the top Law School in China outside Beijing) to advance specific co-operation in the area of environmental law. Its Memorandum of Understanding with East China University of Political Science and Law, China (ECUPL) has been revised to enhance its collaboration to include PhD and research collaboration.

Substantial investment has been made into the dissemination of the School's research output, on both academic and social media platforms. A new marketing plan has been developed for the School, incorporating new branding to be rolled out in 2018. These activities combined with the significant improvement in research support should enable the School of Law to achieve its objective of improving its subject ranking to the top 100 within the period of the current University Strategic Plan.

The School of Law undertook an Engagement Project 2016 which considered its visual identity, digital and engagement strategy. It has now appointed a Project Manager, through the UCC Academy, to develop and implement a strategy in respect of a visual identity and engagement strategy for the School of Law. A recent measure of the success of this work is highlighted with the Law and Justice podcast ranked in the top 10 on iTunes. An alumni engagement strategy is being developed to enrich the School's relationship with our graduates, in conjunction with the Alumni and Development Office.

### Irish Management Institute

For the ninth consecutive year IMI remains the only Irish institution to be globally ranked as a world class provider of uniquely tailored executive education programmes in the Financial Times (FT) Executive Education Rankings. IMI is ranked 54th globally, 25th in Europe, 9th in the United Kingdom and the Republic of Ireland. The IMI merged with UCC following a six-year strategic alliance. From an

IMI perspective, the merger equips IMI to embrace the future with energy, ambition and broader horizons. IMI will remain a commercially managed, national institute with a unique membership ethos that leads the Irish executive education market. It will continue to be based at the National Management Campus in Sandyford, but with a strong presence in Cork. Combined with quality assurance of a globally ranked University in UCC, the IMI will retain its distinctive brand identity and practice-ethos. It is perceived that UCC's expertise, relationships and global reach will be combined with IMI's global ranking, reputation for excellence, unparalleled business community network and scalable business model to deliver distinctive, world class executive education.

Officers of the College have been centrally involved in the relationship with the IMI since commencement of the strategic alliance and were active participants in finalising the merger. In the last year Prof Kilkelly and Prof Hennessy have been appointed to the Board of IMI whilst Dr Boucher, CEO of IMI sits on the College Executive Management Committee and Dr Colm Foster, IMI Director of Executive Programmes sits on the CUBS Board.

As part of the IMI integration process an IMI Steering Group was established, chaired by Professor Kilkelly, who now also leads the academic integration process. The IMI Steering Group has four work-streams including Academic, Finance, Corporate Governance, and Operations, the latter incorporating Library, IT, Buildings and Estates matters. Significant progress was made during 2017, closing off corporate and financial integration. Attention has turned in recent months to the academic integration part of the project and an update on this work-stream can be provided to Governing Body at its April meeting.

## Research and Entrepreneurship

The College's strategic objective in research and entrepreneurship is to ensure that the College of Business and Law is a leading international centre of excellence for research, producing high quality research, innovation, entrepreneurship, commercialisation and societal impact. In line with meeting this objective and the University Strategic Plan 2017-22, multiple College initiatives have been developed. These are also aimed at increasing each school's place in international rankings.

### Research

Research has been spearheaded by the College of Business and Law Research Committee, its Chair, Prof Matthias Beck, and the College Research Manager, Dr Seán Lucey. These initiatives include:

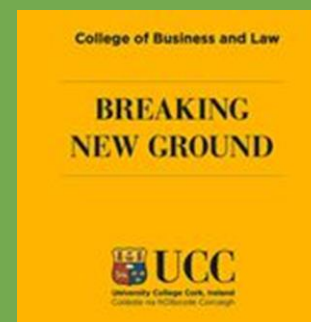
1. Development of a new College Research Strategy which is aligned with University's Strategic Plan. The Strategy has the following

## 3rd European Technology Assessment Conference



*Dr Ciara Fitzgerald and Prof Fred Adam, conference chairs.*

May 2017: The Health Information Systems Research Centre held the 3rd European Technology Assessment Conference. This was a major international conference attended by over 150 delegates and with over 50 individual sessions. The theme of the conference was "New technologies and societal challenges: Bridging the worlds of science, society & policy making".



seven strategic priorities: (1) Engaging all academic staff and researchers in high impact publishing; (2) Enhancing the College's research excellence, especially via prestigious funded research grants; (3) Developing high-impact research collaborations and clusters within and across Schools and internationally; (4) Focusing on supporting the next generation of research leaders; (5) Focusing on innovation to deliver economic, societal, educational and entrepreneurial impact; (6) Promoting gender equality in research areas; (7) Ensuring highest standards of research integrity. This Plan, which has been under development during 2017, will be launched in 2018.



2. To support the key priorities in the College of Business and Law's new Research Strategy and UCC's Strategic Plan, especially research excellence and quality publications, the College has developed new research awards aimed at stimulating and rewarding research, supporting and rewarding publication of high quality research in leading journals, and research dissemination at leading international conferences. Resourcing has been agreed and these schemes will be launched in 2018.
3. The Centre for Law and the Environment (CLE) was established in 2017. The CLE is rooted in the disciplinary field of Law, while its alignment with the Environmental Research Institute demonstrates its inter- and multi-disciplinary activity. The CLE has largely concentrated on its establishment in the first year. However, the Centre's members have been very active and its Director, Prof Own McIntyre, will convene the 15th annual Law and the Environment conference in April 2018 when the Centre will be launched by Vice Admiral Mark Mellett, Adjunct Professor at the School of Law.
4. Four new research centres in the College were approved in 2017. These include the Centre for Children's Rights and Family Law, which will be launched with an international research symposium and keynote lecture by Adjunct Professor and Oxford Emeritus Fellow John Eekelaar on April 16 and 17th. The Human Resources Research Centre in CUBS will be launched in May 2018 with an international conference including Adjunct Law Professor Ms Oonagh Buckley, DG of the Workplace Relations Commission. Work is also progressing to develop the two other new centres - Centre for Sports Economics and Law Spatial and Regional Economics Research Centre. All of the centres were granted seed funding from the College of Business and Law.
5. Research clustering continues to develop in the College and in each School. Thematic areas that have emerged include Open Research, Innovation, Health and Fin/RegTech.

### The 3rd Sports Economics Workshop



*Joel Maxcy (Drexel University), David Butler (UCC), Robbie Butler (UCC), John Eakins (UCC), Rob Simmons (Lancaster University), Elish Kelly (ESRI) and Bernd Frick (Paderborn University) at the Sports Economics Workshop*

In July 2017 CUBS hosted the 3rd Sports Economics Workshop. The purpose of the workshop was to discuss and stimulate interdisciplinary research ideas from those working in the areas of economics, sport, coaching, public health, management, and related fields.



6. The College Research Support Seminar Series is on-going and runs workshops, seminars and roundtables on a range of research issues.

7. To support the College's commitment to research having an impact in wider society, economy and community both Schools are committed to developing Impact Case Studies of research.

8. The School of Law has developed a detailed research strategy, to shape the further development of its research priorities. It has had two Fulbright scholars in academic year 17/18. It has a very successful Research Colloquium series and Research Roundtable Series which plays an important role in fostering the dynamic research environment of the School.

9. In CUBS the inaugural session of the CUBS Annual Postgraduate Symposium was held while the biannual staff Research Symposium (Winter & Summer) has also been established.

#### Research Income

The College, through its Schools, has a robust funding income stream and receives grants from numerous different national and international funding agencies and also generates funding from industry and non-exchequer sources. Significant success in recent years in acquiring Research Income is indicated in the Enterprise Ireland funding received for the Governance Risk Compliance Technology Centre, along with other funded activity particularly between 2012 and 2013. This funding increase normalised subsequently and demonstrated continued growth across a number of income streams into 2016. Research income in 2016/17 amounted to just under €3M resulting in a contribution to College research overhead of over €770,000. A substantial increase in industry and SFI funding is anticipated in 2018.

#### Staff Achievements in Research include: -

Dr Maria Cahill, School of Law, was awarded UCC's Early Career Research of the Year Award in recognition of her leading research.

Dr Jun Gao, Postdoctoral Research Assistant on the Irish Research Council project 'Pension provision for an ageing demographic profile' (Principle Investigator Prof Niall O'Sullivan), based in the Department of Economics, was one out of three researchers selected to represent Ireland at the 6th Lindau Nobel Laureate meetings this summer in a competition run by the Irish Research Council.

Researchers continue to win prestigious funding awards. These include the following in 2017:



- Prof Thia Hennessy received funding from SafeFood for the project ‘Mapping the diary supply chain on the island of Ireland’
- Prof Tom Butler won an Enterprise Ireland Commercialisation Fund for the ‘Project Making Laws and Regulations Smart using RegTech (SmaRT)’ project
- Prof Niall O’Sullivan’s (Economics) was awarded an Irish Research Council ‘Research for Policy and Society’ grant for the project entitled ‘Pension provision for an ageing demographic profile’
- Prof Owen McIntyre and Dr Bjorn-Oliver (Law) are partners on the successful MaREI Centre-led project ‘Navigate Project on Ocean Law and Marine Governance’, funded by the Marine Institute
- Dr Aileen Murphy (Economics) was co-applicant on the Health Research Board funded project entitled: ‘Feasibility of an Intervention to Improve Attendance for Diabetic Retinopathy Screening’, led out of the Dept. of Public Health and Epidemiology (PI Dr Sheena McHugh)
- Dr Dug Cubie’s (Law) project ‘Advancing International Networks for Understanding, Researching and Implementing International Disaster Laws’ was funded by the Irish Research Council under its New Foundations scheme
- Dr Carol Kelleher (Management & Marketing) was awarded an Irish Research Council New Foundations for the project “Post-Caregiving: Family Carers’ Experiences of Role and Identity Transition on Cessation of the Caring Role – Implications for Policy and Practice”
- Drs Fiona Donson and Aisling Parkes, Centre for Criminal Justice and Human Rights, School of Law, were also awarded an IRC New Foundations grant for the project ‘National Advocacy and Research Strategy to support Children Affected by Parental Imprisonment’

### **Entrepreneurship**

In 2017, the College of Business and Law continued to lead on a number of entrepreneurship initiatives, including undergraduate and postgraduate programmes and modules; workshops and master classes; entrepreneurship and business idea competitions; student business plan challenges; accelerator programmes; incubator programmes; research centre initiatives; support and information sessions; and social entrepreneurship initiatives. CUBS has led the EU-funded **HEInnovate** process, convening a series of initiatives in Cork include participation in a workshop on developing a more entrepreneurial higher education institution.

The College also hosts the annual **CUBS Food Entrepreneurship Challenge** and in July 2017 hosted one of the inaugural **HEA Entrepreneurship, Creativity and Innovation Summer Camps**. The HEA invested €250,000 in entrepreneurship summer camps across Ireland. The aim of which is to put a greater focus on entrepreneurship in the education and training system. UCC hosted 28 second level (senior cycle) students from 23 Cork

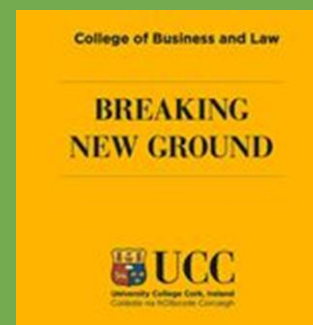
### **The 7th World Congress on Family Law and Children’s Rights**



*Prof Ursula Kilkelly, Dr Conor O’Mahony, Dr Louise Crowley and Deirdre Kelleher, School of Law with delegates at World Congress.*

June 2017:

The 7th World Congress on Family Law and Children’s Rights, a major international conference attended by over 600 delegates, was convened by School of Law academics and held in the National Convention Centre.



schools, as well as students from Kerry, Tipperary and Kilkenny. This will be run again in 2018.



***Pictured are the budding entrepreneurs at UCC Summer Camp 2017***

The College has also led activity to improve coherence in the University's entrepreneurship ecosystem following on from a consultation process undertaken by the Head of College in 2016. The Entrepreneurship Implementation Group (EIG), which arose out of this process, was established and endorsed by UMTO in 2017 and its activities are jointly sponsored on UMTO by Prof Anita Maguire, Vice President, Office for Research and Innovation and Prof Kilkelly, Head, College of Business and Law. The Group is chaired by Professor Joe Bogue of CUBS and includes representatives from OTT, CUBS, College of B&L, Tyndall, Blackstone LaunchPad, IGNITE, GatewayUCC and MaREI.

Its remit is to: (i) enhance connectivity and co-ordination of entrepreneurship activities across the University; (ii) encourage interdisciplinary activities; and (iii) leverage the success of individual efforts to benefit UCC, its students and the broader community. The EIG works with the various actors to further the entrepreneurship agenda and enhance the many entrepreneurial opportunities that exist on campus. In 2018, UMTO endorsed a proposal from the EIG to advance development of a University-wide Entrepreneurship Centre.

The College is the administrative home for Blackstone LaunchPad at UCC, an entrepreneurship initiative that supports all forms of venture creation by UCC students, staff and alumni through a mixture of executive coaching, mentoring, entrepreneurship events, networking opportunities, in the Creative Zone, Boole Library, and also supported by on-line tools. Since its inception in March 2016 Blackstone LaunchPad at UCC has had 3000+ registrations from students, staff and alumni. Many of those who develop their ideas may progress to other entrepreneurial support units in UCC - in this regard Blackstone LaunchPad at UCC is a valuable first contact point within UCC, something which was previously unavailable. It has also been very proactive in providing a broad range of entrepreneurship workshops, seminars and events in association with internal and external entrepreneurship support agencies.

It should be noted that funding for Blackstone LaunchPad at UCC was provided for a three year period by Blackstone Charitable Foundation on a pump priming basis. This funding is now coming to an end and Blackstone LaunchPad at UCC must now find alternative sources of funding if it is to continue to operate. As an entity it has added considerably to the scale of UCC's engagement in entrepreneurship support and advanced the University's ability to respond to individual and group entrepreneurial initiatives in a very visible way, given its prominent location on Campus.

## Internationalisation, External and Civic Engagement

The College actively contributes to community engagement and internationalisation strategies through academic partnerships, exchange and research activity and international student recruitment. This is balanced by its focus on engagement in local and national issues through its activity with communities of interest be they professional, representative, sectoral, community or state organisations and agencies.

### International Engagement

International recruitment activity resulted in 123 new non EU student registrations for the 2016/17 academic year at undergraduate and postgraduate programme level, a 15% increase on the previous year's intake. To continue this growth, the College increased its "on the ground presence" through College supported recruitment/relationship development visits to China, India, and Gulf States in 2017. Under-graduate enrolment by non-EU students was relatively stable; therefore there was an increased focus on under-graduate recruitment activity in 2017 in fast-growing regions like China and India. Investment in College representation at EI Education Fairs in key Indian cities and targeted visits to international secondary schools has encouraged undergraduate applications.

Proactive international marketing campaigns by the College have resulted in a strong increase in international applications for 17/18, particularly in international postgraduate taught applications, with 1200+ individual applications, up on last year by 76%, the highest increase of any College in the recruitment period. This compares with an overall increase across the University of 61%. It also represents a total of 38% of all postgraduate taught programme applications for the University in the year. This resulted in very positive gains for programme entry for 2017/18 which will be reported fully next year.

The College continued on a very positive trajectory in its international student intake for 2016/17.

*Annual International Student growth (by International Economic Fee Headcount)*

Year	2013/14	2013/14	2014/15	2015/16	2016/17
<b>International Student Headcount</b>	132	128	154	162	194

Non-EU students came from China, India, Saudi Arabia, the USA, Canada, Nigeria, Uganda, Pakistan, Vietnam, Cote d'Ivoire, Ethiopia, Indonesia, Kazakhstan, Pakistan, Zimbabwe, Botswana, Ghana, Iran, and Kuwait in 2016/17.

Increased attendance at international recruitment fairs by College personnel, along with academic visits, enhanced management of the agent networks, staff and student exchange and strong 'word-of-mouth' recommendations by international alumni, supported by our social media platforms, have contributed to the increased awareness and attractiveness of UCC, the College of Business and Law and its Schools for international students. Re-positioning of international marketing and recruitment activity also took place to enhance growth markets such as India, and new markets including South America, Vietnam and the Philippines.

The three programmes that experienced the most growth in demand by international applicants are: MSc. Management Information and Managerial Accounting Systems, MSc. Corporate Finance and the MSc. Management and Marketing. Most of this growth came from the very significant increases in applications from China and India.

#### **Wildlife for MSc Management and Marketing Students at Fota**



*The MSc. Management and Marketing, the largest Masters programme in the College of Business and Law, and the second largest in UCC, has witnessed rapid growth in the last three years, with the number of students enrolled on the programme more than doubling to 100 in 2017.*

*The programme was listed as the top post-graduate programme in UCC by the Irish Times for 2016 /17 and includes an important placement element.*

However, internationalisation activity through academic partnerships, exchange and research activity continues apace, some of which is mentioned elsewhere in this report. As a further example The School of Law hosted an academic delegation from Ukraine and Moldova in October 2017 as part of an Erasmus+ programme. The delegation included a former UCC graduate, the Vice Chancellor of the International Scientific Technical University in Ukraine, and the Head of the Faculty of Law at the Moldova State University.

#### **External Engagement**

Ms Anne Wallace, College Student Recruitment and Liaison Officer continued to undertake a diverse range of undergraduate student recruitment activities and initiatives during 2017, from the Law Academy and Law Essay Competition through to the HEA Entrepreneurship Summer School. This activity has resulted in ongoing strong demand for the majority of our undergraduate programmes with continuing high academic achievement levels being demonstrated amongst our applicants. Many of the activities undertaken support staff of the College in promoting programmes and College activities primarily with Munster, but also at national level. Activities included: -

- October 2016 – Inaugural Bank of Ireland Transition Year (TY) Academy– 100 TY students from Cork city and county schools participated in a 3-day business pitch challenge in the Creative Zone, Boole Library
- Attendance at the Business Studies Teachers Association of Ireland Annual Conference in Kilkenny
- November 2016 – Invited to speak to the parents of TY students attending Bruce College in the Clarion Hotel to outline the new Entry Requirement and Points Scale
- February 2017 – Participated in the EI Fairs in Chennai, Bangalore, Pune, Mumbai and Delhi with the UCC India Representative Ms Minakshi Batra. Also provided one to one sessions with prospective Indian students and their parents (undergraduate) and graduate students in Bangalore, Pune and Delhi.
- April 2017 – Attended the international Exhibition and Conference on Higher Education (IECHE) Fair in Saudi Arabia with Mr Michael O’Sullivan (UCC Academy
- May 2017 – Established the first Business Information Systems (BIS) “MakeITWork” recruitment initiative to bring Leaving Cert students on campus to explore the BSc Business Information Systems programme

### Placement

The College has maintained strong focus on transferrable skills acquisition for our students. All undergraduate students have the opportunity to engage in a work or education placement; this activity significantly enhances students’ skills and is offered either on a structured programme basis or through supported summer initiatives. More importantly this activity has also enabled employers, local, national and international, to experience the quality of our students. Their work placements and project activity has significantly impacted on the organisations they work with as well as wider communities. Additionally, educational placements are available through our international institutional partners. This supports the College’s internationalisation objectives and has a very positive personal development impact on the students who choose this form of placement.

### Alumni, Community and Civic Engagement

The third annual School of Law alumni event was held in Dublin in December 2017. Attended by approx. 100 guests, including the Chief Justice, Mr Frank Clarke, the event provided a wonderful opportunity to connect with Law graduates. Dr Catherine Day, guest speaker, discussed the future of the European Union in a speech titled; ‘Where does the EU go from here?’ CUBS also managed a number of alumni events, particularly within the Department of Accounting Finance and Information Systems.

Dr Karen Neville, Department of Accounting Finance and Information Systems, has been co-chair of UCC’s Community Academic Research Links (CARL) and UCC’s Community Engagement Committee (USREP) and was a significant contributor to the development UCC’s Civic and Community Engagement Plan 2017-2022 with Prof Fred Powell and others under the auspices of the Vice President for External Relations, Dr Ronán O’Dubhghaill.

The CUBS Business Information Systems Society CoderDojo event for primary school children aged from 8-12 years of age was a great success and provided free coding classes to 60 participants throughout Cork City and County. The society is one of the largest and most active on campus.

The Economics, Government and Politics Society hosted an event to coincide with budget day in October which was open to the public and focused on taxes, spending, our society and whether the housing problems, particularly for the millennial generation, are being addressed by the present Government.



### **New Links between Department of Food Business & Development and Tata Institute of Social Sciences (TISS), India.**



***Pic: Students Eilise Brennan, Sibylle Skuba, Laurie Moloney, BSc International Development & Food Policy, with TISS and SHEHA staff in Mumbai.***

*As an outcome of visits made by International Office and other UCC staff to TISS from 2015 onwards, TISS agreed to host 3 students from the BSc International Development & Food Policy programme on their overseas work placement. TISS made contact with the Society for Nutrition, Education & Health Action (SNEHA - [www.snehamumbai.org](http://www.snehamumbai.org)), an Indian NGO working to address maternal and child health in low-income communities in Mumbai, and arranged for the students to work in that organisation. The students were placed for the period April-August 2017. They gained great insights into Indian society and work being done to address development challenges for the urban poor.*

*Overall the placement experience was very positive. The students appreciated the support and secure accommodation provided by TISS and support of Ms Minakshi Batra, UCC's representative in India). The Programme will be sending another two students to TISS this year. It has also resulted in dialogue with TISS to pursue future Government of Ireland Postgraduate Scholarships demonstrating their strong interest in collaboration.*

A Business Growth and Innovation module taught by Dr Bernadette Power in the Department of Economics, sees the West Cork Development Partnership and South Cork Local Enterprise Office allocate CUBS students to work within local businesses. Over the course of 12 weeks, students are embedded within local firms, where they conduct real life consultancy and engage in problem based learning. It provides students with a feel for running a business and an insight into the world of entrepreneurship. In return, host organisations are provided with a detailed final report on how they can scale their businesses going forward and what supports are available to do so. CUBS' students are invited back year-after-year to offer their expertise to local businesses such as has been the consistently positive feedback from Local Enterprise Boards.

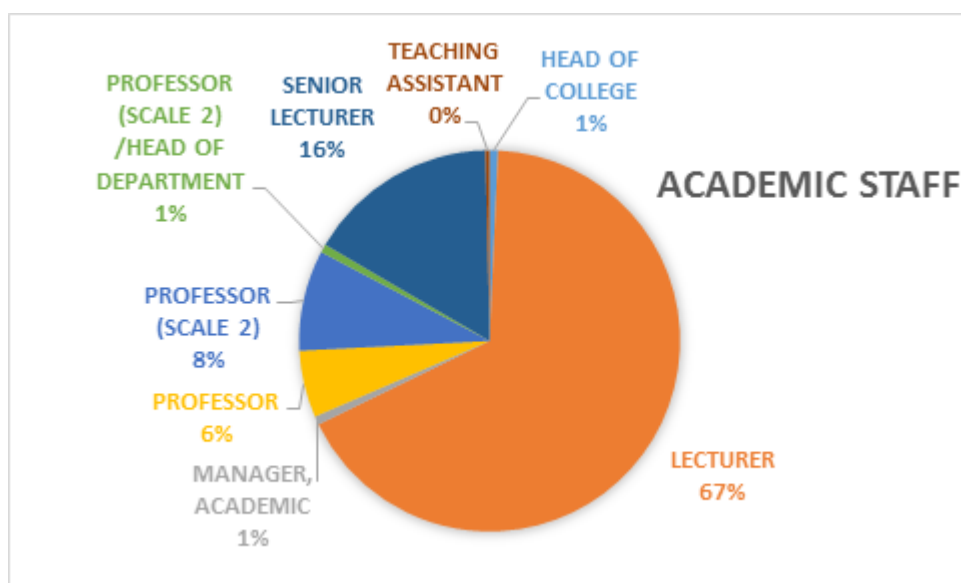
The School of Law's IT law Clinic continues to provide legal information to start-ups on issues such as copyright, data protection, selling online and web domain names. The clinic, in collaboration with Creative Commons Ireland and Creative Commons UK hosted a 'Creative Commons for Start-ups' event in the Creative Zone of the Boole Library, UCC in February 2017. Speakers at the event included Dr Andres Guadamuz, Senior Lecturer in Law, University of Sussex; Professor Joseph Feller, Business Information Systems, UCC as well as Professor Maeve McDonagh and Dr Darius Whelan of the School of Law.



## Staff - Resource and Development

The College has continued to invest in its staff base throughout 2017 with multiple recruitment and staff development initiatives.

The senior academic profile of the College has been positively impacted both through the recruitment campaign for professorial staff, but also through the various promotions schemes of UCC. Whilst for 2016 it was reported that 13% of Academic Staff were at professorial level and 15% at Senior Lecturer level, this has now rebalanced to 15% and 16% respectively. 23 members of academic staff in the College were promoted to Lecturer Above the Bar level following the Progression Across the Merit Bar process last year which equates to 32.3% of the overall success rate. This impetus will continue in the current year with a further senior recruitment cycle underway.



Following a staffing review of CUBS, University Management Team approval was received for 16 new posts in the School, 10 of which were subsequently advertised. Following completion of the first round of recruitment of 10 professorial posts, the majority of appointees took up their positions in 2016/17 as follows:

Professor Matthias Beck (Management)  
 Professor Joe Bogue (Food Business & Development)  
 Professor Eleanor Doyle (Economics)  
 Professor Joe Feller (Information Systems)  
 Professor Thia Hennessy (Food Business & Development)  
 Professor Mark Hutchinson (Finance)  
 Professor Mary McCarthy (Marketing)  
 Professor Anthony McDonnell (Management)  
 Professor Eoin O'Leary (Economics)  
 Professor David Sammon (Information Systems)

A second recruitment round was initiated in the latter half of 2017 with further appointments anticipated into 2018. CUBS intend to recruit to the following posts along with some professional support roles:

Professorship (Scale 2) Corporate Finance  
Lectureship in Accounting  
Senior Lectureship in Business Information Systems (x2)  
Lectureships in Business Information Systems (x5)  
Senior Lectureship in Economics  
Lectureship in Economics  
Lectureship in Food Business  
Lectureships (x2) in Management & Marketing

Thus far, new appointments have had a very positive dynamic on the School, with an uplift in research activity and expansion of the range of disciplinary activity in the school as exemplified in development in Human Resources Management subject area.

Due to the retirement of Prof Murphy as Dean of CUBS, succession planning was managed with the appointment of Prof Thia Hennessy, first in an acting capacity, and subsequently through the open competition for the post. Towards the end of 2017 plans were put in place to recruit a CUBS School Manager who has since been appointed and commenced in post in March 2018 (Alison O’Connell).

The School of Law completed its professional staff re-structuring process in 2017 in order to realign the administrative and support structures to best support its objectives in improving the School international rankings. The new team now in place will ensure the key responsibilities of teaching, research and external engagement are now appropriately supported to achieve the required outcomes. The School is currently in the process of recruiting a new Professor Human Rights who should be appointed before the summer. The new Vice Dean of Law, Professor Mary Donnelly, was appointed in January 2018.

Significant improvements in Academic Staff Training and Support through enhanced facilitation of sabbatical leave, staff development and support initiatives supported through workshops, colloquiums, seminars and developmental events – particularly facilitated through the College and School Research and Teaching and Learning Committees.

A number of academic and professional staff are currently participating in IMI certified senior leadership development programmes. We have 11 participants on the Current and Aspiring Leadership programmes, 7 of which were awarded places following the required competitive process (Aspiring Leaders Programme). We also have 3 professional staff participating on the Public Affairs Ireland Certificate in Leadership Programme. Development of all staff within the College will continue to be supported.

A focus on appointment of internationally recognised sector specialist adjunct staff to reinforce and enhance experiential learning and practitioner engagement.

## **Governance and Finance**

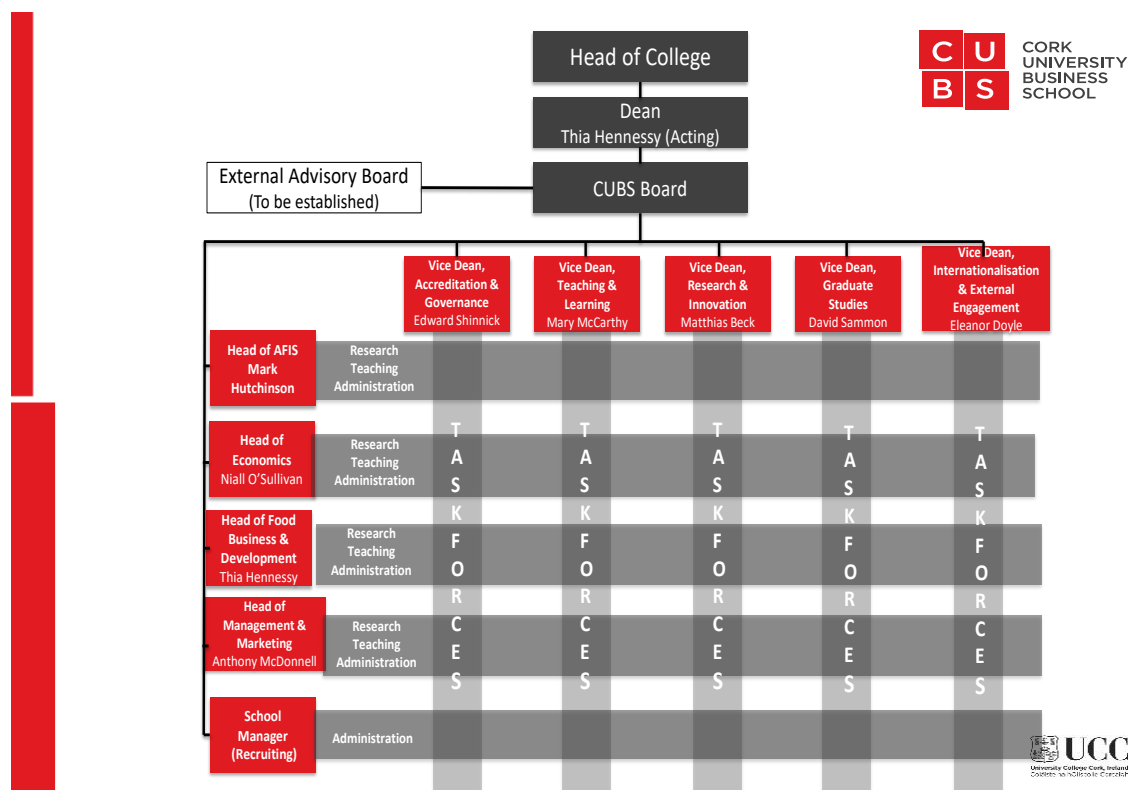
### Governance

The College has focused on governance improvements including a level of restructuring, a continued focus on financial matters and strategic planning for the future in the context of Capital Investment plans.

Governance matters have been a key focus of the College in 2017.

- The transition of the Department of Government to the College of Arts Celtic Studies and Social Sciences was completed in 2017, having been initiated by the Head of College in 2015 and facilitated by both Professor Catriona O’Driscoll, College of Medicine and Health and, previously, Emeritus President Smyth of Maynooth University
- The period of Interim College Rules came to an end with the adoption of Revised College Rules by Governing Body in June 2017
- Rules for Cork University Business School and the School of Law were developed by the Schools and approved at College Level
- These governance revisions set the platform for effective and efficient operation of the College in the context of University requirements
- Governance arrangements have been put in place for the management of the CUBS building projects – both the new build and the executive centre at Lapp’s Quay – with a sub-group of UMTO chaired by the Head of College including the Bursar, Corporate Secretary, Buildings and Estates and the Dean of CUBS
- The Head of College also has responsibility for the IMI integration project – as Chair of the UCC-IMI Steering Group –on which the Deputy President and Registrar, Corporate Secretary, Bursar and CUBS representatives are represented. Regular reports are made to UMTO and IMI Board from this group

The revised organisations structure for CUBS follow.



Finance

The following reports on the Colleges financial position and results for the year ended 30<sup>th</sup> September 2017. Total income generated by the College for teaching and learning amounted to €30M, an increase of €2M from prior year. Research income amounted to €3M and capital projects underway/in the pipeline amount to €111M. The College's operating surplus for the year amounted to €1.3M.

INCOME ANALYSIS – 5 YEARS

Sources of Income	2012/13	2013/14	2014/15	2015/16	2016/17	Change in 5 Years	Change %
	€'000	€'000	€'000	€'000	€'000	€'000	
State Grant	8,843	8,586	7,588	7,271	7,161	-1,682	-19%
Fee Income - EU UG Students	10,750	10,680	11,180	12,253	12,782	2,032	19%
Fee Income - Non EU UG Students	940	1,026	1,163	1,276	1,318	378	40%
Fee Income - EU PG Students	3,711	3,849	4,062	4,539	5,487	1,776	48%
Fee Income - Non EU PG Students	396	749	956	1,232	1,524	1,128	285%
JYA visiting students	310	255	294	378	403	93	30%
Contribution from Research overhead income	276	343	328	367	773	497	180%
ACE Income	0	356	361	436	349		100%
<b>TOTAL</b>	<b>25,226</b>	<b>25,844</b>	<b>25,932</b>	<b>27,752</b>	<b>29,797</b>		

Operating Revenue

Total operating revenue increased by 7% year on year to €30M. This increase is primarily due to Fee income increasing across most of our student categories. The College is committed to increasing both UG and PG student numbers in line with the CUBS business plan and these targets were achieved in 2016/2017.

The College has continued to perform strongly in the international market with related fee income up by 285% for PG and 40% for UG in the past 5 years.

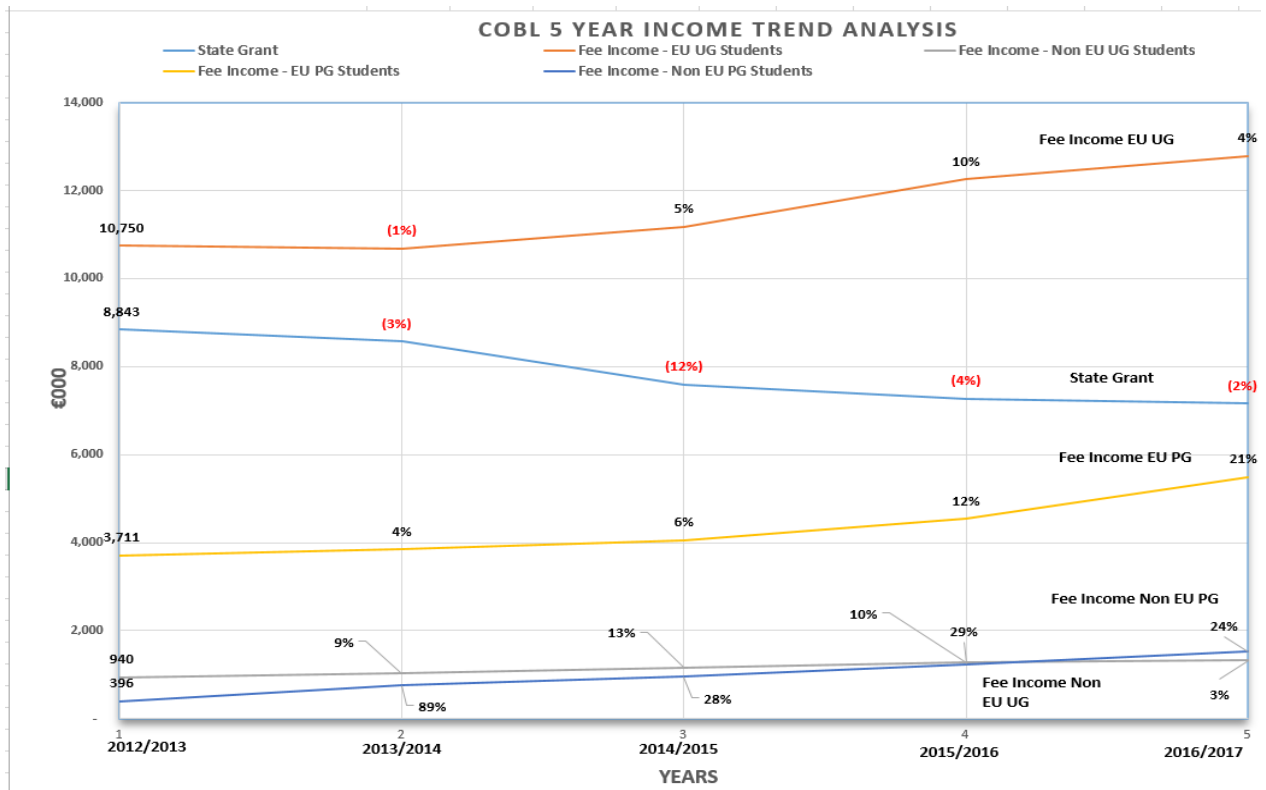
Operating Expenses

Total operating expenses increased by 9% to €20M.

Pay costs (salaries and benefits) represent 81% of the College's total operating expenses and increased by 4% to €16M. This is a result of CUBS recruitment of 10 Professorships.

Non Pay costs supporting the operational running of Departments reported an increased due to required investment in consultancy and professional services to enable the achievement of CUBS accreditation and business plan goals. These costs will moderate slightly going forward as the majority of the website development, branding and project management consultancy work has been complete.

The central overhead recharge of University support costs amount to €9.95M a slight increase (.3%) on prior's year's charge of 9.94M.



Fundraising and Sponsorship

In line with the new capital builds, CUBS conducted a fundraising feasibility study in conjunction with the Development and Alumni Office to assess the potential for fundraising in the short and medium term.

CCS Fundraising reached out to 50 potential donors to assess their willingness and capacity to support the future development of CUBS. An online survey of 359 of our alumni was also conducted. Overall there was a positive general impression of CUBS, indicating a high degree of goodwill and respect for the School, even from those who were not as 'close' to it. Interviewees commented on the importance of CUBS as a resource for the region and as a focal point for the business community of Cork. The majority of this group also felt that CUBS had the ability to increase opportunities with local businesses. Challenges highlighted were on improving alumni engagement, strengthening the brand of CUBS and distinguishing itself from other Business Schools. Three recommendations emerging from the study were:

1. Set CUBS apart, highlighting key academic areas of distinction
2. Increase alumni engagement and broaden communications
3. Allocate time and energy to developing relationships

To realise CUBS' plans, the College requires increased investment from private philanthropy and acting on the recommendations from this study will ensure it adopts the most effective fundraising plan to maximise financial support.



*The Lapp's Quay Executive Education building currently under refurbishment.*

The School of Law has also been engaging directly with the Development and Alumni Relations Office in the development of a series of donor engagements. Significant progress has already been made with that office to develop an ambitious fundraising plan for the School. This sets an important marker for the future, in which fundraising efforts will underpin operational activities in the school, including student travel bursaries, scholarships for PhD students and support for law clinics, whilst also delivering on longer term strategic priorities, including strategic appointments and the School of Law building, identified as a priority in the UCC Strategic Plan 2017-2022.

New sponsorship amounting to over €545,000 for College and School activity, some on a multi-annual basis has been received from a number of key corporate partners including Bank of Ireland, and EMC amongst others. Areas funded include:-the Business Information Systems research fund; the Financial Services Research Centre; the Lapps Quay development fund; the Annual CUBS conference; Blackstone Launchpad and the Boole Business Labs. The College gratefully acknowledges the input of the key sponsors mentioned.

- BIS was successful in receiving HEA ICT (Information Communication Technology) Skills income allocation for success in increasing additional undergraduate level 8 ICT places
- School of Law was successful in receiving additional HEA income of €70,720 for participation in the 'Advanced Irish Language Skills Initiative'.
- The College was successful in securing funding of €4,495 for HEA Entrepreneurship, Creativity and Innovation Summer camp

**In conclusion, the College faces a challenging and exciting 2018 progressing on the significant achievements of 2017.**