

2010/11 University Operational Plan  
October 2010 to September 2011  
Final Status

Strategic Plan Leading Action Ref.	1	Headline Projects	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status
1	1.1	Achieve AC approval of the UCC Learning & Teaching strategy	Grace Neville	Paul Giller	Nov 2011	3 Feb 2011 1 Sep 2011	Completed
2	1.2	Finalise the plan to provide students in each programme with opportunities to acquire transferrable skills through international or work placement or volunteering	Seamus McEvoy	Con O'Brien	Apr 2011	3 Feb 2011 1 Sep 2011	Completed
2	1.3	Secure Finance Committee and HEA approval for the funding model for the state-of-the-art centrally-located hub to house central learning and development and student support services.	Con O'Brien	Paul Giller	Sep 2011	3 Feb 2011 1 Sep 2011	Partially Complete
3	1.4	Implement the plan to improve the provision of Continuing Professional Development to external stakeholders	<i>To be identified by the sponsors</i>	Paul Giller/ Grace Neville	May 2011	3 Mar 2011 1 Sep 2011	Incomplete
4	1.5	Design a university-wide credit accumulation framework to enable innovation in curriculum design and delivery, including further development of interdisciplinary programmes.	Sharon Jones	Paul Giller	Sep 2011	3 Mar 2011 1 Sep 2011	Partially Complete
4	1.6	Establish a Regional Learning Network to provide improved progression pathways between institutions and enabling mechanisms for regional/national partnerships, in particular with CIT and enabled through credit accumulation and implementation of the RPL policy.	Sharon Jones	Paul Giller	Sep 2011	3 Mar 2011 1 Sep 2011	Partially Complete
5	1.7	Implement the plan to provide discipline specific skills, entrepreneurship and business training to doctoral students	Alan Kelly	Irene Lynch-Fannon	Dec 2010	3 Dec 2010 9 Jun 2011	Completed
6	1.8	In response to the RQR exercise, identify, prioritise and support research priorities. Develop and implement College research quality improvement plans	VP R&I /HoCs	President	Mar 2011 QIP (Dec 2010)	11 Nov 2010 3 Dec 2010 13 Jan 2011 5 May 2011 9 Jun 2011 7 July 2011	Completed
7	1.9	Identify UCC's five key strategic partners and alliances globally and outline an engagement plan for each	T. Holmes	President	Jun 2011	3 Mar 2011 1 Sep 2011	Partially Complete
7	1.10	Complete the second phase of UCC's plan to optimise the University's participation in education in the developing world; outline the plan and timeline for completion.	Pat Fitzpatrick	President	Sep 2011	11 Nov 2010 5 May 2011	Completed
7	1.11	Identify and implement corrective measures to increase the percentage of student FTEs from overseas to 20% by 2013	Louise Tobin	T. Holmes / P. Giller	Mar 2011	7 Apr 2011 6 Oct 2011	Unachievable by 2012. Currently at 11%

8	1.12	Undertake a feasibility study and pilot activities for the development of innovative delivery mechanisms/alternative business models.	D. Collins	President	Jun 2011	3 Mar 2011 6 Oct 2011	Partially Complete. Feasibility confirmed.
9	1.13	Continue the implementation of leadership development across the University 1. Complete the two streams of the Heads of School programme 2. Complete the next phase of the UMTS development programme	Maeve Lankford	M. Farrell	July 2011	13 Jan 2011 7 Jul 2011	Partially Complete

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Strategic Plan Key Project Ref.	2	Learning, Teaching and the Student Experience	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status
3	2.1	Introduce and launch UCC's programme for the most talented students	Grace Neville	Paul Giller	Jan 2011	3 Feb 2011 1 Sep 2011	Incomplete
6	2.2	Introduce UCC's double degree programme; launch a pilot programme in 2010/11	Sharon Jones	Paul Giller	Jul 2011	3 Mar 2011 1 Sep 2011	Decision taken at UMTS of 6 /10/11 to discontinue project. HEA will not provide funding.
7	2.3	Review the curriculum to identify opportunities for inter-institutional/inter-college/intra-college rationalisation and development (to include UCC's contribution to the national rationalisation agenda)	Sharon Jones	Paul Giller	Feb 2011	3 Mar 2011 1 Sep 2011	Incomplete
11	2.4	Implement an improved process for annual systematic evaluation by students of their learning experiences including centralised, anonymous student surveys	Sharon Jones	Grace Neville	Jan 2011	3 Mar 2011 1 Sep 2011	Improved process agreed; to be implemented in 2011/12
12	2.5	Create an improved e-environment for students through the development and implementation of the student portal. Complete the roll-out by April 2011.	Jerry Buckley	Con O'Brien	Apr 2011	3 Feb 2011 1 Sep 2011	Completed
13	2.6	Increase student accommodation by 200 spaces by 2012 in contribution to an overall target of 1000 additional places in the medium-term.	Mark Poland	Con O'Brien	Sep 2012	7 Apr 2011 6 Oct 2011	Partially Complete
13	2.7	Develop a strategic plan for Sports and Recreation including a plan for improving sports facilities	Con O'Brien	Paul Giller	Mar 2011	3 Feb 2011 1 Sep 2011	Completed
	2.8	Conduct a review of our compliance against European Standards and Guidelines (ESG)	Norma Ryan	P. Giller	Jan 2011	13 Jan 2011 7 July 2011	Completed

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Strategic Plan Key Project Ref.	3	Research, Innovation and Commercialisation	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status
2	3.1	Implement revised arrangements for the governance and management of Research Institutes and Centres. Complete the alignment of Institutes and Centres to Colleges and review reporting lines, financial and staffing arrangements of current Research Institutes and Research Centres. Phase II: Consider the formation of new Institutes/Centres	A. Maguire	President	Dec 2011	13 Jan 2011 7 July 2011	Partially Complete
4	3.2	Complete the rollout of the Research Information System [IRIS]; the rollout to include a clear programme for on-going updating and maintenance of content by each unit.	Barry O'Sullivan	A. Maguire	Dec 2010	13 Jan 2011 7 July 2011	Completed
4	3.3	Develop the Research Information System [IRIS] to incorporate pre- and post-award management functionality	David O'Connell	A. Maguire	Oct 2011	13 Jan 2011 7 July 2011	Partially Complete
	3.4	Make UCC's research output accessible through open access database (Institutional Repository)	Crónán Ó Doibhlín	John Fitzgerald	Aug 2011	7 Apr 2011 6 Oct 2011	Completed
4	3.5	Establish improved recruitment processes, contract management and career structures for researchers	Helen O'Donoghue	M. Farrell	Aug 2012	13 Jan 2011 7 Jul 2011	Partially Complete
	3.6	Complete PRTL cycle 5 submission	David O'Connell	A. Maguire	Dec 2010	13 Jan 2011 7 July 2011	Completed
	3.7	Develop and implement post-award contract management process	David O'Connell	A. Maguire	Dec 2011	3 Mar 2011 1 Sept 2011	Partially Complete
	3.8	Establish and implement overhead processes for contract research	Diarmuid Collins	A. Maguire	Mar 2011	3 Mar 2011 6 Oct 2011	Completed
6	3.9	Establish dedicated EU/FP7 Support Office (in VP Research Office) to support achieving €20M non-exchequer research funding by the end of 2012. Complete development of the EU Strategy and initiate implementation.	David O'Connell	A. Maguire	Dec 2011	13 Jan 2011 7 July 2011	Partially Complete
6	3.10	Develop a restructuring plan for Research Office (Support Services) to augment integration with Colleges enhancing targeted support to their research communities. (First draft in Dec 2010)	David O'Connell	A. Maguire	Nov 2011	13 Jan 2011 7 July 2011	Completed; Presented to UMT 14/3/2011
6	3.11	Update and implement the policy on consultancy (by Nov 2010). Develop a business plan for university consultancy.	A. Maguire	President	Nov 2011	13 Jan 2011 7 July 2011	Policy updated
7	3.12	Establish graduate schools in the Colleges of Business & Law and SEFS	Heads of College	Paul Giller	Nov 2010	11 Nov 2010 3 Dec 2010 5 May 2011 9 Jun 2011	Completed
7	3.13	Establish the resources and infrastructure necessary to sustain the number of doctoral graduates at current levels (by Dec 2010). Ensure PhD supervision is factored into workload models across the university (by Oct 2010)	Heads of College	P. Giller	Dec 2010	11 Nov 2010 3 Dec 2010 5 May 2011 9 Jun 2011	Completed
9	3.14	Establish processes, structures and policies to facilitate smoother generation of UCC spin out companies.	Brendan Cremen	A. Maguire	Apr 2011	13 Jan 2011 7 July 2011	Completed

10	3.15	Develop a plan for UCC's role in the implementation of the Cork Science Innovation and Technology Park. Internal UCC discussion on leadership and identification of areas to focus on for potential involvement in the initiative.	Pat Fitzpatrick	President	Mar 2011	11 Nov 2010 5 May 2011	Completed
12	3.16	Develop and implement a plan to mainstream Innovation, Entrepreneurship and Enterprise Training across the University	B&L champion	Registrar/ HoC B&L and other HoCs	Dec 2010 (plan) Sep 2011 (implementation)	3 Dec 2010 9 Jun 2011	Significantly progressed. MSc in Innovation, Commercialisation and Entrepreneurship launched. IGNITE Graduate Business Innovation centre launched. Entrepreneurship modules available in Engineering, Medicine and Health, BIS, Management & Marketing, Economics, Pharmacy.

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Strategic Plan Key Project Ref.	4	External Engagement and the Contribution to Society	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status
1	4.1	Establish a joint UCC-CIT board to collaborate on the development of programmes and to consider issues regarding future plans at a strategic level	Paul Giller	President	Dec 2010	3 Mar 2011 1 Sep 2011	Completed
5	4.2	Identify UCC staff who hold positions of influence nationally and internationally and coordinate output	T. Holmes	President	Sep 2011	7 Apr 2011 6 Oct 2011	<i>Decision taken at UMTS of 15 Sept to eliminate this action</i>
6	4.3	Develop and implement a new communications (internal and external) strategy incorporating University wide expertise and new technologies	Dick Hogan	T. Holmes	Jun 2011	7 Apr 2011 6 Oct 2011	Reputation audit consultants appointed and audit underway to inform comms strategy & plan
6	4.4/ 4.5	Develop and implement a University marketing strategy. Define the University brand, to include consideration of renaming the University and work to ensure international recognition	T. Holmes	President	Sep 2011	7 Apr 2011 6 Oct 2011	Brand consultants appointed. Marketing campaign to be defined for 2012 entrants.
6	4.6	Complete the upgrade of the University's website ensuring a high profile on the 'landing page' of Google and other search engines. Implement a model for maintaining the site	Dick Hogan	John Fitzgerald	Nov 2010	7 Apr 2011 6 Oct 2011	Initial upgrade completed; new website expected to be available in early 2012
7	4.7	Establish External Advisory Boards for each College	Heads of College	Paul Giller	Dec 2010	11 Nov 2010 3 Dec 2010 5 May 2011 9 Jun 2011	Partially complete
7	4.8	Introduce the 'Raiser's Edge' database	Jean Van Sinderen Law	T. Holmes	Jan 2011	7 Apr 2011 6 Oct 2011	Completed
9	4.9	Establish Irish Identities as a University wide research theme – exploiting opportunities provided by the Diaspora  Implement an associated marketing and donor engagement plan	A. Maguire  Jean van Sinderen Law	President	Sep 2011	7 Apr 2011 6 Oct 2011	Project to be discontinued in its current form. Broader focus on Identities being driven from the CACSSS
	4.10	Map and prioritise significant anniversaries, commemorations and events to ensure maximum national and international engagement	Michael Holland	T. Holmes	Dec 2010	7 Apr 2011 6 Oct 2011	Completed
11	4.11	Continue to implement the strategy for alumni engagement ensuring ownership across the University	Jean Van Sinderen Law	T. Holmes	Sep 2011	7 Apr 2011 6 Oct 2011	Completed

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Strategic Plan Key Project Ref.	5	Resources and Infrastructure	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status
2,3	5.1	Develop and introduce an operational model to facilitate identification of potential donors and to ensure improved coordination of donor relationships	Jean Van Sinderen Law	President	Jan 2011	7 Apr 2011 6 Oct 2011	Completed
4	5.2	Implement the revised RAM to incentivise the achievement of the objectives of the strategic plan	Cormac McSweeney	Diarmuid Collins	Sep 2011	3 Mar 2011 6 Oct 2011	Completed; revised RAM devised.
5	5.3	Agree and implement the Full Economic Costing model in line with the national programme	Clare Lehane	Diarmuid Collins	Aug 2011	3 Mar 2011 6 Oct 2011	Partially complete
6	5.4	Explore with IUA etc a national initiative to develop shared service and brief the UMTS accordingly	Diarmuid Collins	President	Dec 2010	3 Mar 2011 6 Oct 2011	Completed
7,8	5.5	Report to UMTS on the capital development and refurbishment programme	Niall Mc Auliffe	Mark Poland	Sep 2011	7 Apr 2011 6 Oct 2011	Completed
9	5.6	Develop an emergency and business continuity plan for the University.	Mairead Loughman	Michael Farrell	Mar 2011	3 Mar 2011 1 Sept 2011	Emergency Plan Completed
11	5.8	Develop a plan for the promotion of the library and its collections as a key resource of national and international standing	Seamus Mc Mahon	John Fitzgerald	Mar 2011	7 Apr 2011 6 Oct 2011	Completed
12	5.7	Develop a strategy for embedding a risk management culture throughout the organisation	Mairead Loughman	Michael Farrell	Mar 2011	3 Mar 2011 1 Sept 2011	Completed
	5.9	Design an improved Academic Council governance structure to enable AC to operate as effectively as possible (to include a review of academic committee structures and the interface between AC and the Colleges in support of furthering devolved decision making)	Sharon Jones	Michael Farrell	Jan 2011	3 Mar 2011 1 Sept 2011	Completed
	5.10	Complete the academic workload template	M. Farrell	Paul Giller	Jan 2012	13 Jan 2011 7 Jul 2011	Partially complete
	5.11	Complete a review of professional administrative and technical staffing needs in all areas of the University, identifying options for redeployment of staff. Implement an associated action plan.	HR Partners	M. Farrell	Jul 2011	13 Jan 2011 7 Jul 2011	Incomplete
	5.12	Complete a review of suppliers with existing and renewable contracts. Achieve a saving of €4M.	Sean Barry	Diarmuid Collins	Sep 2011	3 Mar 2011 6 Oct 2011	Savings of €1.6m achieved

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Strategic Plan Key Project Ref.	6	Positive Staff Environment	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status
1	6.1	Revise staff attraction, recruitment and assessment processes; deliver recommendations by December	HR Managers	M. Farrell	Dec 2011	13 Jan 2011 7 Jul 2011	Completed
1,8	6.2	Complete the implementation of the HR model and Employee Information Provision; 1. EIS upgrade (Employee Self Service) 2. Revised HR processes and workflow management	1. Sinead O'Geran 2. Susan O'Callaghan	M. Farrell	Dec 2013	13 Jan 2011 7 Jul 2011	Implementation to follow completion of the Contract Researchers Project
2	6.3	Implement an enhanced performance management and development system and infrastructure	Angela O'Donovan	M. Farrell	May 2012	13 Jan 2011 7 Jul 2011	Resource issue: deferred to 2012
3	6.4	Finalise the review and development of academic promotion schemes	M. Farrell	Paul Giller	Dec 2011	3 Mar 2011 1 Sep 2011	Partially complete
3	6.5	Finalise the establishment statute	Paul Ryan	M. Farrell	June 2011	3 Mar 2011 1 Sept 2011	Statute drafted; discussions with IFUT underway
7	6.6	Devise a template for school organisational structures	Angela O'Donovan	M. Farrell	Feb 2012	13 Jan 2011 7 Jul 2011	Partially complete
9	6.7	Initiate a series of focussed staff surveys	<i>To be identified</i>	M. Farrell	Feb 2011	13 Jan 2011 7 Jul 2011	Project deferred to 2012
10	6.8	Strengthen the dispute resolution process	Michael Farrell	M. Farrell	Nov 2010	3 Mar 2011 1 Sept 2011	Completed
10	6.9	Review staff health and welfare provisions	Paul Ryan	M. Farrell	Mar 2011	13 Jan 2011 7 Jul 2011	Partially complete