

## 2011/12 University Operational Plan

Strategic Plan Leading Action Ref.	1	Leading Actions	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status:
2	1.1	Finalise the plan to provide students in each programme with opportunities to acquire transferrable skills, plus extra curricular activities with certification through the diploma supplement, through international or work placement or volunteering	Seamus McEvoy	VP Student Exp.	Jun 2012	2 Feb 2012 5 Jul 2012	Plan submitted to AC on 29 June (UMTS 5/7/12)
2	1.2	Design and develop detailed plans for the state-of-the-art centrally-located hub to house central learning and development and student support services and commence the project.	VP Student Experience	Paul Giller	Sep 2012	2 Feb 2012 5 Jul 2012	
3	1.3	Complete the review of life-long learning delivery to recommend the implementation of an appropriate organisation for Adult and Continuing Education and CPD delivery for the University.	S. O Tuama	Paul Giller/ Grace Neville	Jul 2012	2 Feb 2012 5 Jul 2012	Review completed (UMTS 6/9/12)
4	1.4	Design a university-wide credit accumulation framework to enable innovation in curriculum design and delivery, including further development of interdisciplinary programmes.	Chair of Academic Development and Standards C'tee (ADSC)	Paul Giller	Apr 2012	5 Apr 2012 6 Sep 2012	
4	1.5	Establish a Regional Learning Forum to support improved progression pathways between institutions and enabling mechanisms for regional/national partnerships through credit accumulation and implementation of the RPL policy.	Chair of ADSC	Paul Giller	Jan 2012	5 Apr 2012 6 Sep 2012	
4	1.6	Develop and implement an e-learning/distance learning/blended learning strategy for UCC	Grace Neville	Paul Giller	Jul 2012	2 Feb 2012 5 Jul 2012	e-Learning Strategy approved by AC 29/6/12
7	1.7	Consolidate existing key strategic partners and alliance relationships (by Dec 2011). Define criteria for 'key strategic partner' and alliance in the new strategic plan (Council of Heads to act as implementation review group)	P. Giller (supported by T. Holmes)	President	Mar 2012	5 Apr 2012 6 Sep 2012	
7	1.8	Develop and begin implementation of an Internationalisation Strategy for the University. Identify and implement measures to increase the percentage of student FTEs from overseas to 18% with an associated revenue target of €25m by 2017. Include revenue and international student recruitment targets by College. Address support service requirements.	T. Holmes	President	Dec 2011	1 Mar 2012 4 Oct 2012	Internationalisation strategy currently being implemented
8	1.9	Develop alternative business models for the University. Pilot activities, establish the appropriate governance arrangement and agree the activities to be delivered through a new UCC entity.	D. Collins	President	Jul 2012	1 Mar 2012 4 Oct 2012	'UCC Academy' structures finalised (UMTS 6/9/2012)
9	1.10	Produce and implement an updated plan for leadership development in Schools and Administrative units	Maeve Lankford	M. Farrell	July 2012	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012

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Strategic Plan 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 (to include the entrance scholarship holders as Boole Scholars)	Grace Neville	Paul Giller	Mar 2012	2 Feb 2012 5 Jul 2012	
	2.2	Complete the introduction of the academic workload distribution process. Complete the pilot by January.	M. Horgan	Paul Giller	Jun 2012	5 Apr 2012 6 Sep 2012	
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)	Paul Giller, Heads of College	Paul Giller	Jun 2012	5 Apr 2012 6 Sep 2012	
11	2.4	Implement an improved process for annual systematic evaluation by students of their learning experiences including centralised, anonymous student surveys	Alan Collins (Chair Working Group)	Grace Neville	Apr 2012	5 Apr 2012 6 Sep 2012	Completed; survey rolled out in March
13	2.5	Increase student accommodation by 200 spaces by 2013 in contribution to an overall target of 1000 additional places.	Mark Poland	VP Student Exp.	Sep 2013	2 Feb 2012 5 Jul 2012	203 beds added in 2011

Strategic Plan Ref.	3	Research, Innovation and Commercialisation	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status:
2	3.1	Governance of Research Institutes and Centres (a) Agree a framework for the governance and management of Research Institutes and Centres. (b) Complete the alignment of Institutes and Centres to Colleges and review reporting lines, financial and staffing arrangements of current Research Institutes and Research Centres.	A. Maguire	President	(a) Dec 2012 (b) Apr 2013	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012: will extend into the next strategic plan
4	3.2	Develop the Research Information System [IRIS] to incorporate pre- and post-award management. Implement an improved post-award contract management process	David O'Connell	A. Maguire	Dec 2011	12 Jan 2012 7 Jun 2012	Completed
4	3.3	Establish improved recruitment processes, contract management and career structures for researchers	Alison O'Connell	M. Farrell	Aug 2012	12 Jan 2012 7 Jun 2012	Completed
6	3.4	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	Mar 2012	12 Jan 2012 7 Jun 2012	Business plan for EU Office complete; implementation by April 2013
6	3.5	Develop a business plan for university consultancy.	A. Maguire	President	Mar 2012	12 Jan 2012 7 Jun 2012	To follow schedule of item 3.5
9	3.6	Update policies to facilitate the smoother generation of UCC spin out companies.	Director of Tech Transfer	A. Maguire	Dec 2011	12 Jan 2012 7 Jun 2012	Due by Dec 2012
10	3.7	Further develop UCC's engagement in the implementation of the Cork Science and Innovation Park in support of the University's emerging strategic plan for Innovation	A. Maguire	President	Aug 2012	12 Jan 2012 7 Jun 2012	Completed
12	3.8	Further mainstream Innovation, Entrepreneurship and Enterprise Training across the University	I. Lynch-Fannon	HoCs	Sep 2012	3 Dec 2011 3 May 2012	Completed

Updated 25 October 2012 R. Ó Dubhghaill. Contact No.: 4901852 Legend: green=completed; orange=work in progress; red=little evidence of progress, overdue

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Strategic Plan Ref.	4	External Engagement and the Contribution to Society	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status:
5	4.1	Assess validity of 'Dublin Embassy' and resource in order to optimise the impact of UCC in relation to national decision making.	T. Holmes	President	Dec 2011	1 Mar 2012 4 Oct 2012	IMI, IUA, NUI facilities available
6	4.2	Complete reputation audit and develop and implement a new communications (internal and external) strategy incorporating University wide expertise and new technologies	T. Holmes	T. Holmes	Jan 2012	1 Mar 2012 4 Oct 2012	Rep. audit completed
6	4.3	Develop and implement a University marketing strategy following brand assessment and market research including consideration of renaming the University.	T. Holmes	President	Jan 2012	1 Mar 2012 4 Oct 2012	Brand Assessment completed
6	4.4	Complete the current upgrade of the University's website ensuring increase search engine optimization scores (improved ranking on search engines) – by Dec 2011. Develop and Implement a plan to re-design the website reflecting UCC's brand strategy while optimising the experience for selected audiences external / internal (staff & students). Implement a review board, clarity of ownership and model for continual site improvement.	John Fitzgerald	T. Holmes	Jan 2012	1 Mar 2012 4 Oct 2012	Website upgraded on 1/3/2012. Major upgrade due in Dec 2012
7	4.5	Extend the use of External Advisors / Advisory Boards in each College (review at HOC Council of Heads meeting)	Heads of College	Paul Giller	Dec 2011	3 Dec 2011 3 May 2012	3/5/2012: - CACSSS, SEFS completed - in progress for M&H - not desirable for B&L

Strategic Plan Project Ref.	5	Resources and Infrastructure	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status:
9	5.1	Develop a business continuity plan for the University.	Mairead Loughman	Michael Farrell	Mar 2012	5 Apr 2012 6 Sep 2012	
12	5.2	Implement a risk management process throughout the organisation	Mairead Loughman	Michael Farrell	Mar 2012	5 Apr 2012 6 Sep 2012	Piloted in Economics & Med & Health
	5.3	Implement a redeployment process (to include short-term redeployments)	HR Partners	M. Farrell	Dec 2011	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012: Re-assignment Policy approved
	5.4	Complete a review of suppliers with existing and renewable contracts. Achieve a saving of €1.5m in 2011/12.	Sean Barry	Diarmuid Collins	Sep 2012	1 Mar 2012 4 Oct 2012	Still under calculation

	5.5	Reactivate UCC's Income Generation Group to achieve significant non-exchequer income growth	Diarmuid Collins	President	Sep 2012	1 Mar 2012 4 Oct 2012	IGG established
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Strategic Plan Project Ref.	6	Positive Staff Environment	Project Manager	Sponsor	Expected completion by end of:	Report to UMTS on:	Status:
1	6.1	Improve staff recruitment processes by seeking feedback from internal participants and by implementing improvements based on the feedback.	S. O'Callaghan	M. Farrell	Jun 2012	12 Jan 2012 7 Jun 2012	Completed; now with GB
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 2012	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012: Payslips online from Dec.; phased rollout there- after
2	6.3	Implement an enhanced performance management and development system and infrastructure	Angela O'Donovan	M. Farrell	Sep 2012	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012: Framework under development; rollout in 2012/13
3	6.4	Complete the revision of (a) academic promotion and (b) grading schemes	P. Ryan	M. Farrell	Jun 2012	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012: Academic promotion done; Oct for Grading
7	6.5	Devise a template for school organisational structures	Angela O'Donovan	M. Farrell	Jun 2012	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012: Completed
10	6.6	Develop and implement an improved scheme for staff welfare and well-being	Catherine Maguire	M. Farrell	Apr 2012	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012: Completed
	6.7	Develop an internal staff communications website	Mary Horgan	M. Farrell	Apr 2012	12 Jan 2012 7 Jun 2012	UMTS 7/6/2012: Completed