

Quality Enhancement Plan
Cork University Business School
November 2025

FOR COMPLETION BY QEU	
Date of Peer Review visit: 20 th – 22 nd November 2018	Head of School/Unit: Professor Anthony McDonnell
Link to Panel Report published on QEU website: https://www.ucc.ie/en/media/support/qualityenhancementunit/reports/buslaw/CorkUniversityBusinessSchool-PeerReviewPanelReport2018-19.pdf	Date QEP considered by Quality Enhancement Committee: 20 th November 2025

Item No	Panel Recommendation	Actions ¹	Responsibility for Action ²	Impact & Completion Status ³
1	Develop a strategic plan which articulates the distinctive strengths of the School and identifies the opportunities that arise from schoolification	Working group led the development of CUBS Strategic Plan in consultation with the CUBS Board and the wider School community and broader stakeholders that saw launch of strategic plan in 2020	Dean/School Manager/CUBS Board	The Strategic Plan is for the 2020 to 2025 period which was published and in operationalisations through defined KPIs and a set of actions. Overall, most of strategic plan has been realised and there is an active ongoing process for developing the next strategic plan.

¹Outline the actions taken to implement the panel recommendation

²Give the title of those responsible for the implementation of the panel recommendation E.g. Head of School, School Manager, all staff, specific committees etc

³If achieved, outline the impact of the implementation of the recommendation. If not yet achieved outline the current completion status.

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2	Looks to a wider selection of international business schools for benchmarking to inform its strategic direction	The school regularly reviews international business schools to benchmark CUBS. This has led to identification of comparator and aspirant schools and contributes to strategic planning and direction. A particular emphasis is on mission aligned and triple accredited schools that are part of public sector universities.	Dean/School Manager	As part of accreditation expectations, formal benchmarking takes place, the most recent in 2024/25 where several national and international comparator and aspirational business schools identified. These have been considered in ongoing development of new strategic plan.
3	Considers aligning the branding of the Business School with that of UCC to avoid confusion for prospective students and stakeholders in domestic and international markets	CUBS created a marketing and communications manager position since the review and this has been integral to advancement of the school's brand awareness. Revision of key documents undertaken and changes made to embed CUBS brand in all we do (e.g. module outlines, CANVAS pages). 2024/25 – ongoing engagement with UCC Central Marketing and Communications team on decision taken to refresh UCC branding approach.	Marketing and Communication Manager/School Manager	A Marketing and Communications Manager was appointed. Revision/implementation of more consistent school branding. CUBS will align with UCC refresh in late 2025.
4	Seeks clarification around the relationship between IMI and the University/CUBS in terms of its integration with the School and governance arrangements	Development of CUBS/IMI strategy took place and appointment of UCC Academic Director. Changes made to governance with clear process developed and implemented successfully.	Dean	Academic governance process developed and implemented successfully. Further actions and progress made in enhancing the alignment and relationship between IMI and CUBS superseded by sale of IMI in 2025.

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5	Considers the coherence of the CUBS and IMI missions, and in the light of AACSB accreditation, articulates a shared vision around quality, teaching & learning, branding, AOL etc.	Development of CUBS/IMI strategy took place and appointment of UCC Academic Director. IMI was sold by the University in 2025	Dean	Shared vision and agreement on areas of focus, branding etc developed between CUBS and IMI. Actions and progress made in enhancing the alignment and relationship between IMI and CUBS superseded by sale of IMI in 2025.
6	Develops a framework to systematically review and rationalise the programme portfolio	Working group were set up to assess the viability and sustainability of all programmes Framework set in place whereby each programme subject to 5 year full programme review including external academic input, industry stakeholders, desk-based research on demand and evaluation of competitor/comparator programmes.	VD for Learning & Teaching and VD for Graduate Studies	A rolling schedule of programme portfolio reviews, at both undergraduate and postgraduate levels, is now embedded within the School's operations. Programmes are reviewed as part of this schedule and assessing the portfolio in its entirety, with several retired and new offerings introduced in response to market demand.
7	Implements the framework to review and rationalise the portfolio of programmes, including assessment and student workload	Framework developed as per point 6	VD for Learning & Teaching and VD for Graduate Studies	Several programmes have been removed from the school's portfolio and a small number of new programmes introduced (MSc International Sustainable Business) & or major changes undertaken
8	Maps the requirements for programme administrative support and determines the extent to which current professional support staff can meet these needs	A review and restructure of professional staff support across the school occurred in consultation with all professional and academic staff to ensure a more appropriate programme support system was put in place.	School Manager/Dean	Professional Staff restructure completed in 2021. A review of the restructure was completed in 2023. This has resulted in more streamlined process across the



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				school with greater consistency and transparency.
9	Implements a transparent workload allocation model which takes account of the administrative duties of academic staff – especially in relation to the Programme Director roles – and ensure that staff have sufficient time to engage in research and L & T activities to advance their own career objectives	<p>Created a clear, documented model that allocates time for teaching, research, administration, and leadership roles developed by a working group and with full consultation with colleagues.</p> <p>Define weighting for tasks and the model is publicly available within the School across each Department.</p>	Dean	<p>A transparent workload allocation model developed and embedded within each Dept of the school ensuring greater clarity and consistency for all academic staff.</p> <p>Model continues to be regularly reviewed through learnings from implementation and to consider changes in roles.</p>
10	Ensures that programmes remain current and linked to industry requirements for graduate employability	<p>Establish Programme External Advisory Board to provide direct and regular input from employers to ensure our curriculum and professional development of our students is in line with the expectations</p> <p>Set up school level external advisory board composed of senior leaders from diverse sectors to provide strategic guidance and guidance on the school's direction.</p> <p>5-year detailed review process developed.</p>	Dean/VD for Internationalisation and External Engagement	<p>Both the Programme External Advisory Board (PEAB) and the school-level External Advisory Board (EAB) have been successfully operationalised to strengthen industry engagement and support the strategic direction of the school.</p> <p>5-year programme reviews implementation with agreed schedule for each programme to be reviewed which includes industry input/data.</p>
11	Ensures a consistent approach to the provision of IT, including ready access to industry- standard software and ease of access to IT labs; a strategy needs to be in	Review the current IT needs of the school from a financial, technical and resource perspective.	Head of IT/Dean	Additional resources have been allocated to the IT team, including an intern, EA support, and a Senior Systems Administrator. Work is underway to

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	place for the on- going development and deployment of IT within the School			develop a strategy for the ongoing enhancement and deployment of IT within the School. School proactively engages with Central IT services to influence decision making on IT needs.
12	Ensures a consistent approach to electronic submission of course work in line with the University's sustainability goals	Review our current spend on photocopying and paper. Move to full use of CANVAS for submission of CA across the school.	Heads of Departments/School Manager	All course work is now submitted electronically reducing our reliance on paper. Paper spend has reduced from 12k in 2015 to 2k in 2025.
13	Considers centralised roles for functions such as marketing for programmes, and alumni and industry engagement, etc. and clarifies what should be done at Department, School and University levels	Undertake a review of all marketing, alumni and industry engagement activities and clarify which activities should be undertaken at department, school and university levels.	School Manager/Dean/Marketing and Communications Manager	All marketing activities and subsequent spend is allocated at a school level to ensure value for money and a consistent school level approach. The marketing function collaborates weekly with University and works closely with programme directors and heads of departments within the School. Further review and planning required to be undertaken in the area of alumni and industry engagement as this continues to be an area that has scope for further improvement.
14	Ensures good communication channels to keep staff updated with change, for example, adopting WorkVivo (when	Review existing communication channels and engage with staff to determine their preferred level and mode of	Dean	A central SharePoint resource centre (CUBS Hub) has been established, providing staff with access to key

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	implemented by University) for internal communications	communication. Explore the development of a central hub, accessible to all staff, that consolidates key information and resources		information and resources. In addition, CUBS Board minutes are now circulated to all staff, and monthly School Assemblies are held to disseminate important updates. Workvivo used for wider news of interest to university.
15	Expands its international remit by: broadening the diversity of its markets; increasing mobility for staff and students; and developing the curriculum to augment the international focus in teaching and research	<p>Conduct an analysis of current and emerging markets to support the diversification of our student population.</p> <p>Recruit a person whose core remit is European student recruitment and work closing with non-EU recruitment manager to diversity across both contexts.</p> <p>Consider how resources can be best utilised to improve diversity.</p> <p>Review existing student and staff mobility activities and develop a targeted plan to expand international exchange and mobility opportunities</p>	VD for Internationalisation and External Engagement	<p>Increasing of the school is on diversity of student groups and is related to securing and deployment of resources both in an EU and non-EU context. Non-Irish student enrolment increased by 114% (342 to 732) between 2020/21 and 2024/25, with international students now representing 65.7% of all postgraduate enrolments. CUBS attracted full-time students from 91 countries across all 6 continents Europe (38 countries), Asia (27 countries), Africa (18 countries), South America (7 countries), North America (6 countries), Oceania (5 countries).</p> <p>Since 2019/20, CUBS faculty undertook 21 Erasmus mobility visits across 13 European countries. The school has organised gatherings, including European Academy of Management conferences in Dublin (2020, 2023), the 14th European Sports Economics Association Conference (2023) and the 26th International</p>

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				<p>Symposium on Logistics (2021), positioning Cork as an important destination for global academic discourse. Faculty co-organising events such as the Transformative Consumer Research Conference in Virginia, USA (2021), the Financial Management Association conferences in Atlanta and Dubai (2022), and various Horizon 2020 Marie Skłodowska-Curie network symposiums. The school has also facilitated cross-border European collaboration through events like the EU International Partnerships for People and Planet conference in Brussels (2021) and the EMES International Research Conference (2021).</p> <p>New staff mobility agreements developed with several French business schools.</p>

Signed:

For completion by Unit		
Head of School/Unit:	Signature: 	Date: 4/11/25
Head of College of Business and Law Professor Thia Hennessy	Signature: 	Date: 4 th November, 2025