

2018/19 University Annual Plan

Item	SP 2017-22 action		Lead (in bold) & UMT Team Members	Sponsor	University (U) Risk ID; Area/EIB Risk Register
1	1	Academic Strategy and the Student Hub <u>Outcomes:</u> <ol style="list-style-type: none"> 1. Academic Strategy including student enrolment plan to 2022 finalised and in implementation <ol style="list-style-type: none"> a) Connected curriculum developed b) Curriculum offerings aligned with demand c) Assessment practice aligned with learning outcomes d) Development of core value and graduate attributes facilitated e) Enrolment plan developed and aligned with student recruitment targets f) Academic governance reformed 2. New Student Hub Building and Digital Hub launched and operational, including the phased transfer of services. 3. Review of academic decision making completed by Q4 2018 and implementation started in Q12019 4. Register of accredited programmes completed and quarterly reports brought to Academic Leadership Forum 	John O'Halloran Alan Hayes	President	U51, U39 DPR Risk Register
2	4,7	Teaching & Learning <u>Outcomes:</u> <ol style="list-style-type: none"> 1. Quercus programme fully extended to postgraduate students (J. O'Halloran) 2. Evidence of research in the curriculum uncovered (P. McSweeney) 3. Assessment policy developed (P. McSweeney) 4. Teaching and Learning enhancement embedded across the Quality Enhancement process (E. Noonan) 5. Active engagement with the new VLE (J. O'Halloran) 	Paul McSweeney John O'Halloran Alan Hayes Elizabeth Noonan	President	U51, VPT&L Risk Register
3	3,8,9	Student Access, Employability, Wellbeing and Sport <u>Outcomes:</u> <ol style="list-style-type: none"> 1. Participation widened through implementation of the projects funded by the Programme for Access to Higher Education (PATH) 2. Additional student accommodation provided 3. A new vision and plan for UCC Sport and Physical Activity developed 4. Range of mental health services increased and co-ordinated. Initiatives developed to increase resilience, reduce feelings of isolation and reduce harm caused by alcohol and drug misuse 	Paul Moriarty Mark Poland Alan Hayes	President	U51 DPR Risk Register
4	6	Cork University Business School & the IMI Merger <u>Outcomes:</u> <ol style="list-style-type: none"> 1. Process advanced to achieve AACSB accreditation 2. Site acquired for the Business School Building 3. Lapps Quay (building for executive education) refurbishment completed 4. Key steps taken towards the successful implementation of the IMI merger 	Ursula Kilkelly Mark Poland	President	U39, U3U51 CB&L Risk Register IMI Risk Register
5	2,10,11	Research & Innovation <u>Outcomes:</u> <ol style="list-style-type: none"> 1. SFI Research Centres: decision made on sustainability and progression to phase 2 funding (Anita Maguire) 2. Synergy between Research Centres and Academic Schools maximised (HOCs, VPRI, Deputy Pres) 3. Programme launched to support thematic PhD studentships aligned to the strategic research priorities identified in Strategic Plan (Anita Maguire, John O'Halloran) 4. Ensure the importance of a broad and diverse range of research supports covering fundamental research across all disciplines continues to be championed nationally (President, VPRI, Heads of College) 5. At least one major strategic partnership secured by building on the launch of the Food Institute, (Paul Ross) 	Anita Maguire John O'Halloran Heads of College	President	U3 VPRI Risk Register

		<ul style="list-style-type: none"> 6. The metrics utilised for research commercialisation and industry partnership influenced at a national level (Anita Maguire) 7. The university wide entrepreneurship platform led through EIG strengthened and embedded (Anita Maguire, Ursula Kilkelly) 8. The first building in CSAIP advanced in terms of construction and clarity of purpose (Helen Whelton) 9. UCC's research activities mapped to the Sustainable Development Goals to underpin the case for strategic research initiatives (VPRI) 			
6	6, 18, 23	World University Rankings <u>Outcomes:</u> <ul style="list-style-type: none"> 1. UMTO action plan significantly advanced 	President UMTS Members	President	U62 College Risk Registers
7	9,23	Internationalisation, Response to Brexit & International Geopolitical Events <u>Outcomes:</u> <ul style="list-style-type: none"> 1. Recruitment of talented early career researchers prioritised (especially Marie Curie fellows) (Anita Maguire) 2. Review completed of the potential impact of Brexit on student recruitment (J. O'Halloran) 3. A targeted support programme implemented for strong ERC candidates using EI, IRC, SFI supports where available. (Anita Maguire) 4. Approval and implementation of the Internationalisation Review informed by the findings of the Quality Enhancement process (J. O'Halloran) 5. Complete register of MoUs and partnerships. (J. O'Halloran) 	Barry O'Brien John O'Halloran Anita Maguire	President	U68 Brexit Project Risk Register
8	5,16, 18, 19	Create value for our community <u>Outcomes:</u> <ul style="list-style-type: none"> 1. An updated strategy and structure for UCC-wide Marketing & Communications finalised and in implementation (R O Dubhghaill) 2. A central location for community engagement on campus and a website for community engagement finalised and available (R O Dubhghaill) 3. Student first responder rolled out to the local community (A Hayes) 4. Deep-engagement community-support initiatives launched in Gaeltacht and urban areas, involving UCC Gaeilge staff and students (C. Williams) 5. Academic healthcare centre model for engagement between UCC and South, South-West Hospital Group advanced (H.Whelton) 	John O'Halloran R. O Dubhghaill Helen Whelton Chris Williams Alan Hayes	President	U9 VPER Risk Register
9	20	Decade of Centenaries <u>Outcomes:</u> <ul style="list-style-type: none"> 1. Atlas of the Irish Revolution documentary series finalised and broadcast in partnership with RTE 2. A series of Public Lectures hosted on the Irish Revolution during 2018/19 3. Enhanced roll out of the digital Atlas of the Irish Revolution to 2nd level institutions; a Manager/Curator appointed for this 4. A working group established to plan the 175th anniversary celebrations 	Chris Williams	President	Project Risk Register
10	21, 23, 24	Enabling the Strategy: Staffing & Equality <u>Outcomes:</u> <ul style="list-style-type: none"> 1. The Equality, Diversity and Inclusion unit further developed with further EDI initiatives including the Gender Identity and Expression Policy and Guidelines approved, launched and operational (John O'Halloran) 2. Draft application to renew UCC's Bronze Athena SWAN Institutional Award under the expanded Athena SWAN Charter Principles prepared for November 2019 submission. Departmental award applications submitted by the Department of BIS, School of Public Health and School of Food & Nutritional Sciences(John O'Halloran) 3. Successful recruitment of another 7 Sanctuary Scholars, and maintenance of existing scholars (John O'Halloran) 4. The revised Academic Promotion Scheme incorporating gender audit of impact of promotion criteria on women implemented (John O'Halloran) 5. Approval and implementation of the Academic Recruitment Review (John O'Halloran) 6. The administrative promotion scheme reviewed in light of approval of the academic promotion scheme (B. O'Brien) 7. Adoption of the term "Professional Services Staff" for admin staff investigated (B. O'Brien) 8. A further round of tailor made IMI/UCC Leadership Programmes rolled out (B. O'Brien) 9. University policy of issuing specific purpose contracts reviewed (including consultation with Tyndall National Institute) (B. O'Brien) 	Barry O'Brien John O'Halloran	President	U3 HR Risk Register
11	17, 27, 28	Enabling the Strategy: Finance & Fundraising <u>Outcomes:</u> <ul style="list-style-type: none"> 1. Enrolment plan developed to ensure academic priorities and planning underpins the size and shape of the university (It will align with a 	President Diarmuid Collins John O'Halloran	President	U1, U5, U69 FO Risk

		<p>strong, marketable, academic portfolio and account for physical capacity to deliver teaching and learning and to accommodate students). (J. O'Halloran)</p> <ol style="list-style-type: none"> 2. Opportunities for flexible delivery and part-time delivery advanced. (J. O'Halloran) 3. A market analysis completed for on-line offerings (J. O'Halloran) 4. A new sectoral funding framework developed through the IUA. (President) 5. Taskforce on alumni database integrity established; gaps closed and strategy to drastically improve database accuracy implemented (R. Donelson) 6. The effectiveness and capacity of philanthropic fund raising increased and skillset developed; a major gift prospect identification process established. (R. Donelson) 7. North America alumni chapters revived (R. Donelson) 8. The possibility of non-tuition charges explored to bring UCC in line with other Irish universities (D. Collins) 9. The implementation of a new commercialisation model to generate significant income investigated (President) 	Heads of College Rob Donelson		Register, President's Risk Register
12	29, 30, 31	<p>Enabling the Strategy: Capital Development & Campus Infrastructure (including IT)</p> <p><u>Outcomes:</u></p> <ol style="list-style-type: none"> 1. EIB projects advanced and on schedule (Mark Poland) 2. Construction of Student Hub completed and Hub building opened (Mark Poland) 3. Construction of the first building (Health Innovation Hub Ireland) in the Cork Science & Innovation Park commenced (Mark Poland) 4. Master plan for sports facilities in UCC completed (John O'Halloran, Mark Poland) 5. Campus master-plan updated to include key outcomes from the Quality Enhancement process (Mark Poland) 6. Implementation of the new student administration system underway (John O'Halloran) 7. Capital life cycle model developed and funded for IT infrastructure (John FitzGerald) 8. Finalise a peer-reviewed master space plan for the Library Service (John FitzGerald) 9. The new virtual learning environment Canvas implemented (John O'Halloran) 10. Implementation of infrastructure in support of an Autism Friendly University advanced (John O'Halloran) 11. International recognition for sustainability strategy achieved in the form of the STARS accreditation (John O'Halloran, Mark Poland) 12. Use of the vacated Dental Hospital site decided (Helen Whelton) 13. The model for the Creative Hub advanced (Chris Williams) 	John FitzGerald Alan Hayes John O'Halloran Mark Poland Helen Whelton Chris Williams	President	U18, U59 B&E Risk Register, Library/ITS Risk Register
13	17	<p>Enabling the Strategy: Governance & Compliance</p> <p><u>Outcomes:</u></p> <ol style="list-style-type: none"> 1. Phase one completed and phase two commenced of Digital Records management project 2. All staff fully aware of their obligations under Standards in Public Office and Ethics in Public Office legislation, and the requirement to declare any real or perceived conflict of interest as set out in recommendation no. R.28 of the above examination. A revised Conflict of Interest Framework developed. 3. A culture of Health and Safety embedded by providing training and support to enable compliance with SHWW act 4. Full disclosure of Foundations, Trusts transactions and balances provided in the disclosure notes or as an appendix to the financial statements in line with recommendation R.53. 5. All significant advance payments are approved up front by the Head of Finance as per Recommendation R.113. 	Nora Geary UMTS members	President	OCLA Risk Register
14		<p>Enabling the Strategy: Strengthening the links between Strategic & Annual Planning and Quality Enhancement</p> <p><u>Outcomes:</u></p> <ol style="list-style-type: none"> 1. Strategic themes arising from quality reviews formally reported to UMTS on an annual basis 2. The key findings from Quality Reviews provided as a key input to the Annual Planning Workshop each September. 	R. Ó Dubhghaill, E. Noonan	President	

The Role of the Project Lead:

It was agreed at the UMTS workshop (10 September 2015) that the UMTS member designated as the Lead is responsible for leading the delivery of the action by working with UMTS colleagues and other UCC colleagues as appropriate to deliver the planned outcome.

The Role of the Sponsor:

To support the Lead by meeting regularly to ensure the progress is on track and to help resolve open issues. Also helping to ensure the expected benefits from completing the action are realised.