

INDEPENDENT THINKING SHARED AMBITION



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

**STRATEGIC PLAN
2017-2022**

www.ucc.ie

OUR **VISION**

To be a leading university
of independent thinkers

OUR **MISSION**

Creating, understanding and
sharing knowledge and applying
it for the good of all

OUR **VALUES**

Our core values guide and underpin
our actions and our processes

- creativity
- transparency
- freedom of expression
- equality
- respect
- responsiveness
- scholarship
- integrity
- diversity

We will demonstrate these values by recognising
and affirming the following qualities in our students
and staff:

- leadership and accountability
- flexibility
- enquiry and experimentation
- empowerment of people
- promotion of health, safety, welfare and wellbeing
- collaboration and interdisciplinarity
- service to the community
- sustainability

OUR STRATEGIC GOALS

Our key strategic aim is to deliver an innovative academic mission. The following goals will inform that mission:

- 01** Implement an academic strategy to deliver an outstanding, student-centred teaching and learning experience with a renewed, responsive and research-led curriculum at its core.
- 02** Be a leading university for research, discovery, innovation, entrepreneurship, commercialisation and societal impact.
- 03** Create value for our community through an international outlook and informed and creative engagement on local and global issues.
- 04** Attract, develop, support and retain staff of the highest quality, thereby ensuring a diverse staff who are enabled to reach their full potential.
- 05** Strengthen our infrastructure and resource base.

Priority Actions

- 01** Deliver an innovative, differentiated academic mission committed to scholarship and education at the frontiers and margins of inquiry. Connect with the region's industry and community and prioritise teaching and learning for students in an environment that provides space for thought for staff and students, who learn at their own pace and chart their own path. Increase student numbers by 2,000, from 21,000 to 23,000.
- 02** Increase campus space by 20%. Develop the Student Hub, add 600 new student accommodation spaces and develop a new world-class outdoor sports facility. Complete the new Clinical Medical School, Dental School, Cork University Business School, Life Sciences and Engineering buildings and phase one of the Space and Infrastructural Plan for the humanities and social sciences, including the Creative Hub. Begin construction of improved facilities for the School of Law and the UCC library. Upgrade the Kane Science Building and develop the Health Innovation Hub Ireland building at the Cork Science and Innovation Park.
- 03** Enable staff to pursue excellence in research, teaching and learning. Deliver a renewed and responsive research-led curriculum and strengthen UCC's research excellence and impact. Make strategic academic appointments and develop the next generation of research leaders. Achieve the aims of the Athena SWAN Charter and advance gender equality in academia. Position UCC as the location of choice to attract and retain the most talented staff.
- 04** Engage with communities and strengthen Cork as a city of learning. Deepen our partnership with CIT and with other education providers including the further education sector. Work to increase the capacity of Irish higher education to operate in a competitive globalised environment.
- 05** Reinforce international engagement and internationalisation of the university by strengthening the global UCC alumni network, by partnering with a select number of leading international universities and by creating a culture of mobility. Recruit an additional 700 non-EU and 400 EU students to increase the number of international students by 1,100.
- 06** Increase earned income from philanthropy by €100m over the period of the plan and generate new sources of income.

ACTIONS

- 01** Create the new physical and virtual Student Hubs to deliver on the university's innovative academic mission and create a seamless student-centred experience.
- 02** Deliver deeper active learning experiences: embed student-involved research in undergraduate programmes and integrate practical skills development through placements, university-wide modules and an improved laboratory experience for STEM students.
- 03** Strengthen graduate skills by engaging with employers through the Regional Skills Forum and other forums, creating innovative interdisciplinary programmes and introducing degree structures that embed greater opportunities for extended work placements.
- 04** Improve the teaching and learning experience by enhancing student assessment, feedback and survey processes, by expanding opportunities for online learning, lifelong and life-wide learning and by providing all students with access to digital literacy development.
- 05** Embed internationalisation more deeply and sustainably into the university's identity by increasing the quantity, quality and diversity of international students, enabling the increased internationalisation of the curriculum and strengthening the culture of global mobility. Increase the number of students studying abroad. Support UCC's global development strategy through the Centre for Global Development.
- 06** Achieve and maintain international accreditation including Association to Advance Collegiate Schools of Business (AACSB) accreditation for Cork University Business School. Support disciplines in improving world university ranking status. Maximise the integration of the Irish Management Institute within UCC.
- 07** Fully extend the Quercus Talented Student Programme to postgraduate students.
- 08** Improve services to support students' health, welfare, wellbeing and safety; increase the range of mental health services available and introduce new initiatives to reduce the harms associated with substance use.
- 09** Build and develop world-class outdoor sports facilities to attract and inspire high performance athletes, and to support all students in physical recreation.
- 10** Enhance research excellence and impact through strategic appointments and developing the next generation of research leaders; ensuring pathways for knowledge creation through research to impact are optimised; increasing the number of high-quality outputs; promoting open access to UCC's research; supporting the conduct of research to the highest standards; employing well-defined metrics to assess research excellence and impact and developing an institutional research engagement strategy.
- 11** Consolidate related research activities to support existing strengths and facilitate the growth of new interdisciplinary themes, while also fully supporting and enabling the individual researcher. Align these areas with key internal, national and international priorities.

Institutional focus on interdisciplinary thematic areas will be informed by UCC's 2015 Research Quality Review as well as external drivers including the United Nations Sustainable Development Goals.

12 Position UCC as the location of choice to attract and retain the most talented researchers by implementing career progression structures and addressing gender inequalities in research careers and leadership. Improve the international profile of UCC as a centre of excellence for researcher training by the enhancement of the quality of doctoral education, and by providing the optimal training, support and environment. Embed research excellence and innovation impact as a core component of academic promotion criteria.

13 Increase UCC's research capacity to deliver impact in society by engaging proactively with stakeholders to stimulate economic, social, and cultural development. Support indigenous SME's; lead a national consortium of partners in the Bridge Network Consortium (together with CIT, IT Tralee and Teagasc) to deliver excellence in knowledge transfer; review UCC's technology transfer processes; continually ensure coherence between all elements of innovation across UCC; develop UCC's network of industry professionals, business mentors and entrepreneurs to support UCC entrepreneurs and create incentives and supports to facilitate staff engagement with commercialisation of research.

14 Increase UCC's capacity for entrepreneurship and job creation by: developing Cork Science and Innovation Park and by opening its first building; embedding entrepreneurship as an integral part of undergraduate and postgraduate education; eliminating barriers to entrepreneurial output; developing additional incubator capacity and follow-on space within UCC; increasing engagement between university and industry to foster a better understanding of co-creation opportunities, and developing a more cohesive approach to entrepreneurship in terms of strategy, branding, co-ordination and resourcing.

15 Establish an external-facing Food Institute at UCC to represent all activities associated with sustainable food, nutrition, food systems and food business.

16 Establish UCC as a leading university for civic and community engagement by addressing the findings of both the 2016 staff survey, and the Carnegie evaluation in 2017, and by continuing the growth and development of outreach and community collaborations including capitalising upon UCC's Irish-language commitment.

17 Revitalise UCC's relationships with alumni and friends by implementing new models of engagement and by strengthening alumni engagement structures and processes.

18 Invest in marketing and communications capabilities by implementing recommendations arising from a review of the function in 2018. Complete a reputation audit and implement findings.

19 Further the integration of UCC with its healthcare partners in an Academic Healthcare Centre to ensure optimum future healthcare provision.

- 20** Continue engagement in the Decade of Centenaries, drawing on the Atlas of the Irish Revolution and on other initiatives. Mark the 175th anniversary of the university's foundation.
- 21** Provide an infrastructure for equality initiatives, lead on policy development and implementation, coordinate the provision of equality-related functions and promote equality and the value of diversity across the university. Implement UCC's Athena SWAN action plan and maintain UCC's Athena SWAN accreditation.
- 22** Introduce specific supports to staff in addressing cross-cutting themes on the basis of disciplinary expertise and professional relationships.
- 23** Implement the findings of the academic promotion review to strengthen capacity to attract and retain academic staff and increase the prospect of international recognition of UCC staff through more streamlined promotion processes.
- 24** Strengthen leadership development by maximising participation in a dedicated leadership programme across the university and by supporting individual leadership.
- 25** Review UCC's human resource policies and procedures and implement findings to maximise flexibility in a rapidly changing operating environment.
- 26** Create a five-year student enrolment and recruitment plan driven by the university's academic strategy to underpin the university's financial plan and support participation rates and national policy.
- 27** Work with stakeholders to achieve a new funding framework for higher education. Devise appropriate funding structures and supports for postgraduate education.
- 28** Increase the effectiveness of philanthropic fundraising and maximise UCC's income-earning potential. Deliver a new fundraising campaign to achieve UCC's strategic priorities.
- 29** Expand the university's estate by constructing the following: Student Hub; Cork University Business School; Dental School; Clinical Medical School; The Health Innovation Hub Ireland facility; phase one of the Space and Infrastructural Plan for the humanities and social sciences, including the Creative Hub; Engineering building; Life Sciences building; student accommodation and sports facilities. Commence construction of dedicated facilities for the School of Law and improvements for the UCC Library. Complete the remodelling of UCC's Kane Science building.
- 30** Further develop information systems to improve services for staff and students; acquire additional unique library collections to support distinctive teaching and research; and implement a capital lifecycle replacement plan for ICT infrastructure.
- 31** Simplify the university's processes by deepening and expanding the active engagement with continuous improvement/lean process improvement methodologies.
- 32** Implement UCC's Sustainability Strategy 2016 to increase the sustainability of the university through the embedding of sustainability goals, targets and implementation plans into all aspects of the university's operations.

TARGETS

Student intake through access admissions routes	26%
1st year retention rate and 2nd year retention rate	92%
Number of international students	4,400
Primary degree graduates in employment or further study	95%
CPD student registrations	500
ACE students	3,000
Proportion of students studying part-time/through flexible learning	22%
UCC-owned student accommodation spaces	2,000
Annual research income	€90m or greater
Non-exchequer research income	30% of research income
Horizon 2020 funding success rate	Above the EU average
Research output measures	Increased in all areas of research activity
Performance in key strategic research activities	Exceed average global impact per subject
European Research Council awards secured	4 Starter Grant Awards, 3 Consolidator Grant Awards and 2 Advanced Grant Awards
Annual number of doctoral graduates	250 or greater
Investment-ready high potential spin-out companies created	20
Graduate-led companies supported through the UCC Ignite Programme	100
Commercial ventures assisted through Blackstone Launchpad	125
High-quality projects completed with civic and community groups	100
Active alumni chapters in key locations worldwide	10
Athena SWAN Bronze award for gender equality achieved	3 departments per year
Leadership training: completion rate for staff in leadership positions	90%
Proportion of academic staff with doctorate qualifications	85%
Net income surplus achieved	3%
Income commitments from philanthropic sources	€100m
Academic positions funded from philanthropic sources	30
Annual reduction in energy consumption	3%