

CORK UNIVERSITY BUSINESS SCHOOL
Strategic Vision 2021-2025

SHAPING LEADERS FOR A SUSTAINABLE FUTURE

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CORK CITY, IRELAND

SHAPING LEADERS; SUSTAINABLE FUTURES

EXECUTIVE SUMMARY

Our strategic vision for 2021-2025 focuses on creating responsible business leaders that design and deliver more sustainable organisations and working for the longer-term benefit of society, business and individuals.

Guided by the ambition laid out within University College Cork's strategic plan; UCC 2022, Delivering a Connected University, Cork University Business School (CUBS) is determined to positively shape the world by becoming a leading voice in the transformation of business and society.

As a forward-thinking Business School, we aspire to build on UCC's recognised leadership in putting sustainability at the heart of enterprise by advancing knowledge through cutting edge research

and nurturing conscientious leaders who strive to build successful organisations that contribute individual, societal and environmental wellbeing.

Developed collaboratively through a school wide consultative process, this strategic vision outlines how we intend to build on what CUBS has achieved to date and signposts the next phase of our transformation which remains committed to the pursuit of excellence, internationalisation and impact.

CORK UNIVERSITY BUSINESS SCHOOL

SHAPING LEADERS FOR A SUSTAINABLE FUTURE

Cork University Business School (CUBS) is Ireland's largest business school, we produce 1,000 graduates annually, many of whom go on to reach the highest echelons of organisations across the world and create real world impact. Adopting a research led and practice informed approach, CUBS offers a high-quality student learning environment that delivers talent pipelines to transform the future of organisations regionally, nationally and internationally.

With a proud heritage dating back over a century, business education in UCC is undergoing a rebirth since our unprecedented investment in 16 new professors to launch the business school in 2015.

Committed to lifelong learning and building on our successful, AMBA accredited, Executive MBA, we acquired the FT ranked Irish Management Institute in 2016, Ireland's largest provider of executive education, strengthening UCC's position as a provider of whole-life learning, development, and education.

Leading on our theme "Shaping leaders for a sustainable future", CUBS offers a fresh and bold ambition to be globally recognised for attracting, nurturing and channelling diverse talent to deliver sustainable, productive organisations which contribute positively to societal health and well-being.

Seeking to attract and develop the best globally, we continually strive to offer a world-class faculty that will build our academic excellence while also reinforcing our relevance by engaging in cutting-edge research.

Indicative of our bold ambition to provide a world-class educational experience, we are investing in our new business campus in Cork city centre. With the backing of the State, to the tune of €25 million, we will bring our 4,500 students into the city-centre, consolidating our connection with the community and nurturing an ecosystem for entrepreneurship and sustainable business.

Under the auspices of UCC 2022, our focus is on positively shaping the world in which we live to serve future generations and transform the future of business and society. This stems from the values and skills we seek to impart in our students and the innovative research undertaken.

With UCC ranked in the top 2% of universities worldwide we have ambitions to become a Triple Crown Accredited Business School, currently a 'club' of less than 100 schools.

With highly ambitious staff and students, CUBS seeks to take its place among the leading business schools of the world. In sum, we seek to make a positive difference in individuals, business and society.



OUR VALUES

The following overarching values are integral to our organisational culture and will underpin and guide the implementation of CUBS Strategic Vision.

EQUALITY AND DIVERSITY

We will continue to work hard to support and foster inclusivity, diversity and equality, appreciating the value they have to staff, students, colleagues, our partners and widespread community.

CREATIVITY

Fostering innovation and enterprise through the combined experience of CUBS and IMI and through the development of innovative teaching and learning spaces in a new Business School building.

COLLABORATION

Increasing engagement with industry through research and alumni outreach, building on our current strengths to support each other and provide new opportunities across disciplines and units.

INTEGRITY

CUBS is committed to acting ethically, honestly and fairly, and striving to secure international AACSB accreditation to validate the work, development and contributions of the Business School.

IMPACT

CUBS research, industry collaboration and the development of our executive education offering will continue to make a positive impact locally, nationally and internationally; by achieving triple crown accreditation we will also strengthen our university partnerships.

RESPONSIVENESS

At CUBS, our staff are fundamental to our success, achieving our ambitions, responding to the opportunities and challenges of a changing higher education and business landscape.

RESPECT

Continuing to create a respectful and inclusive environment where all staff and students are encouraged to express ideas and opinions, and supported to achieve their personal and professional ambitions.

TRANSPARENCY

CUBS will continue to develop an organisational culture that inspires trust and promotes.

CORK UNIVERSITY BUSINESS SCHOOL MISSION & VISION

MISSION

Committed to disciplinary strengths and organisational and international engagement, we develop the capacities of students, professionals and organisations through high-impact experiential learning and effective practice-oriented research.

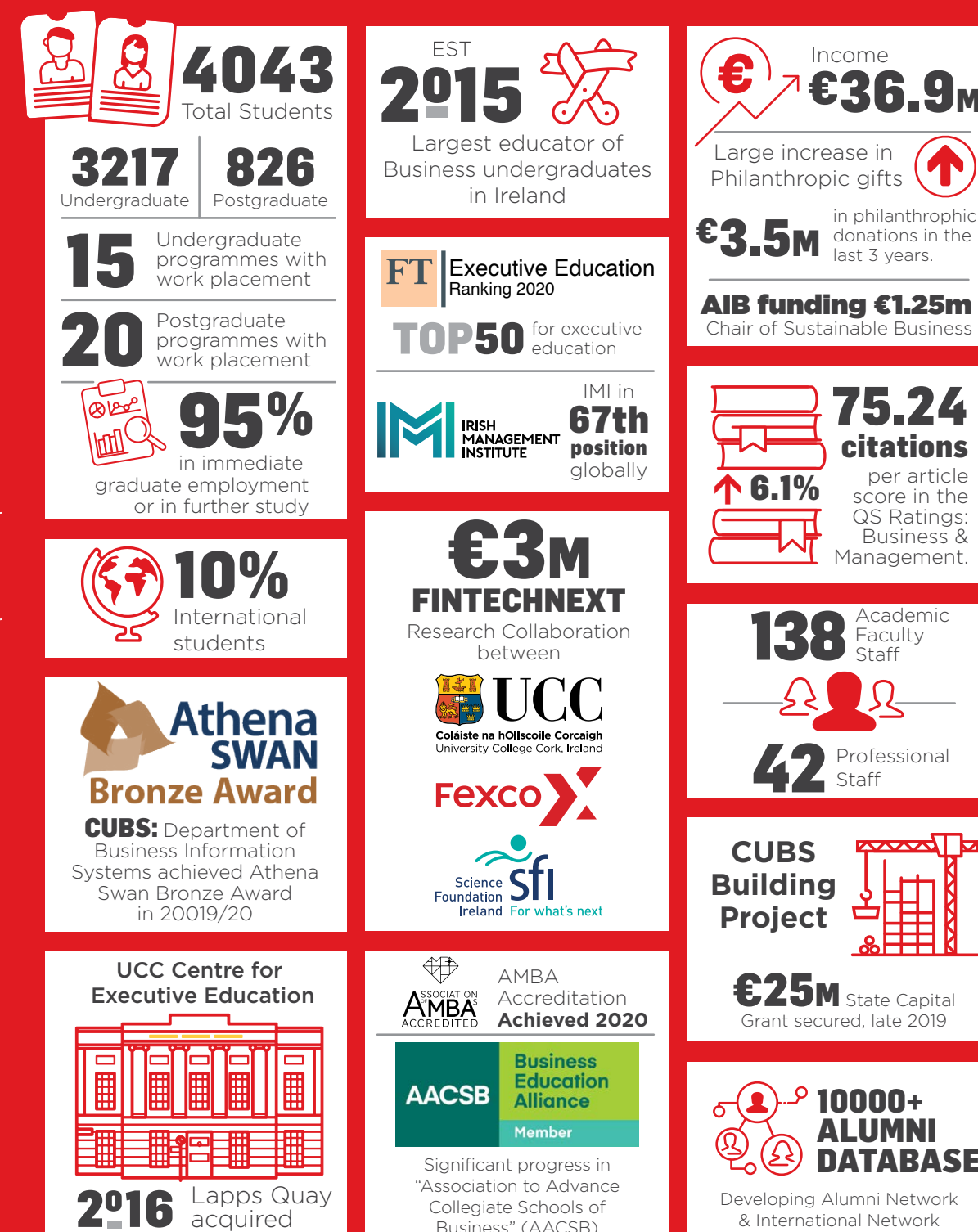
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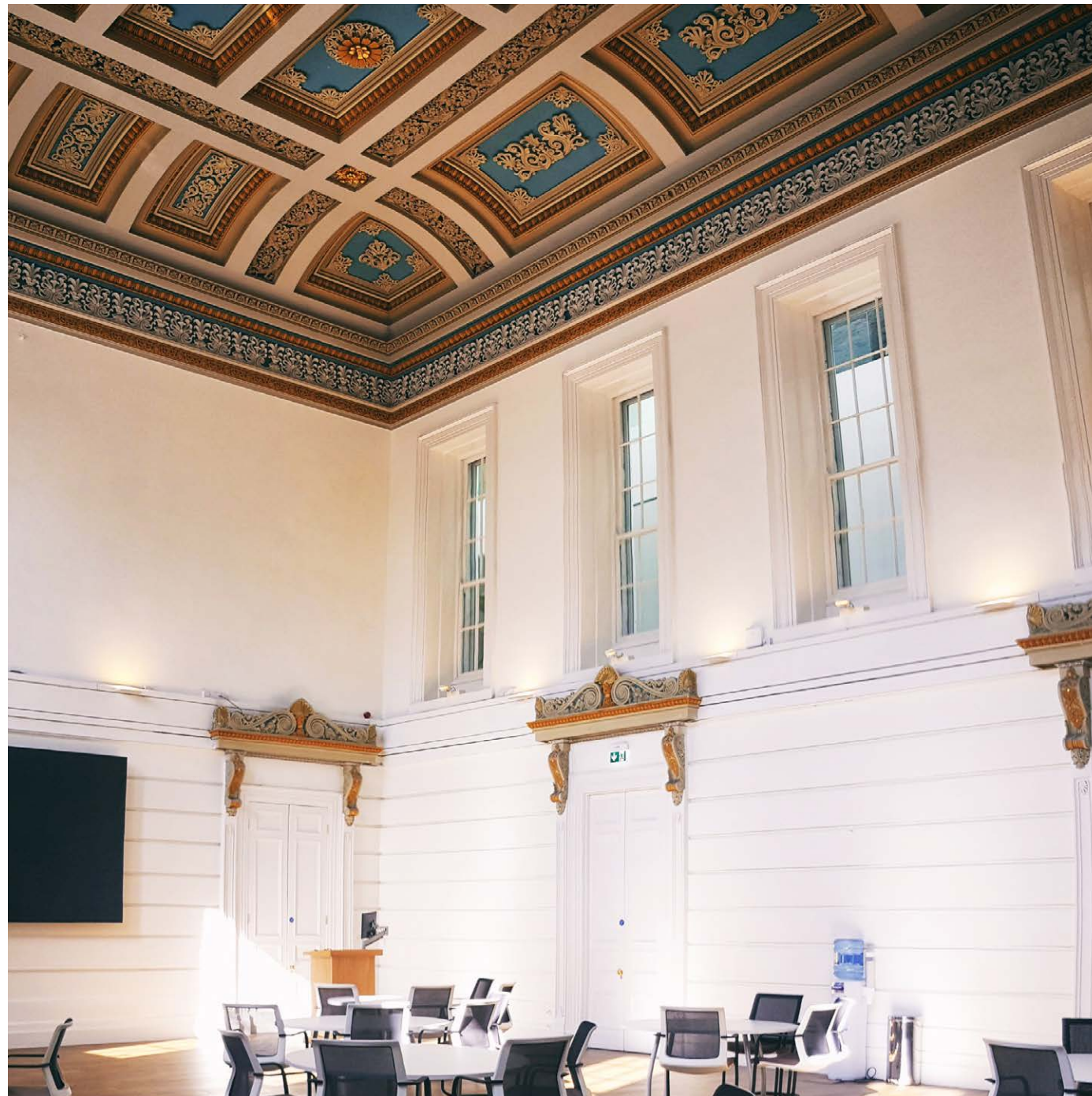
To be a nationally and internationally recognised business school, known for the excellence of the student learning experience and for the impact of our research on business and society.

Underpinning our mission and vision, CUBS is committed to ensuring that:

- Our graduates regard their experiences with us as among the most satisfying, challenging and rewarding time of their lives in terms of learning, personal development and intellectual growth; they will be the strongest of our advocates and continue to be supportive and engaged alumni
- Our research will be internationally known and valued for its deep knowledge, rigour and relevance
- Our engagement with key stakeholders will be regarded nationally and internationally as an exemplar of best practice
- In line with UCC 2022, the strengths of the University tradition and commitment to scholarly knowledge and independent thinking will be maintained and enhanced.

CORK UNIVERSITY BUSINESS SCHOOL CUBS AT A GLANCE 2021





openness and honesty across our activities.

FROM OUR ORIGINS IN THE MERCHANT CITY OF CORK...

STEEPED IN HISTORY BUT WITH A NEWLY IMAGINED FUTURE

Connectivity, innovation and social responsibility have always been part of Cork's commercial heritage.

Thanks to the city's remarkable natural harbour, in the age of steam and sail, Cork became a vital focal point in an emerging globalised network that saw trade and ideas to cross the Atlantic.

The entrepreneurial merchant families of the city, who were at the centre of these 19th century maritime networks, practised corporate social responsibility before the term was conceived.

Today, the legacy of the Crawford, Crosby, Harrington, Barry, Love and Roche families is etched into the commercial and cultural fabric of the city through cultural institutions like the Crawford Gallery and Art School.

Also stitched into that rich commercial and cultural tapestry is University College Cork, which opened its doors in 1845 and quickly became a centre for innovation and invention.

UCC was where George Boole, often called the father of the digital age, laid the foundations of modern business technology when he invented Boolean Algebra.

The legacy of his work remains a core part of our pioneering Business Information Systems programme which draws on a long tradition of industry inspired business education at UCC.

Internships, as they are now known, were first introduced here 1919 to provide work ready graduates who are able to make an immediate contribution to the commercial life of the city and beyond.

To this day our B. Comm degree remains the backbone of business education at UCC. Established in 1910, today, its prominent alumni are business leaders in Ireland and throughout the world.

...TO DESIGNING THE FUTURE OF BUSINESS & SOCIETY

In 2015, business education at UCC was reimagined following the establishment of CUBS.

Building on a rich heritage, our goal is to produce work-ready graduates that we nurture and challenge to become responsible business leaders who will create a more just and sustainable society.

Echoing the philanthropic contribution made by Cork's merchant families, we strive to develop graduates who see business as a means to deliver benefits beyond shareholder profit.

That's why our students are exposed to a mix of creative and stimulating teaching, delivered by our world-class faculty, and engaged in experiential learning through internships and applied projects.

Our internships provide students with a broad understanding of business problem domains and knowledge of emerging technologies which prepares them for the working world in a broad range of industries.

As part of our B. Comm and BIS programmes, to mention just two of our offerings (see cubsucc.com for details on our suite of programmes), students undertake a six-month business internship to develop collaboration, communication, problem-solving, and workplace skills.

In addition, our BA Economics (through Transformational Learning) has been recognised for its "Excellence in Employability".

As a result, today, 95% of our graduates find immediate employment or continue to further studies, which is a huge source of pride and serves as a major attraction for prospective students.

Our growing suite of postgraduate programmes for both business and non-business graduates, provide graduates with the crucial skills that will allow them to succeed and grow in a dynamic global economy.

Many of these programmes, such as the multiple GradIreland award-winning MSc Information Systems for Business Performance, are increasingly recognised as first in class.

In 2016, UCC acquired the IMI, a globally ranked provider of both customised and open programmes in executive education, enhancing the University's capacity to deliver executive education to business leaders.

Together with the IMI, CUBS supports learners through a variety of distinct business education offerings that are adapted to each step of the lifelong learning path.

As illustrated in Figure 1, CUBS and IMI currently operate both distinctive and complementary 'steps of the lifelong learning path'.

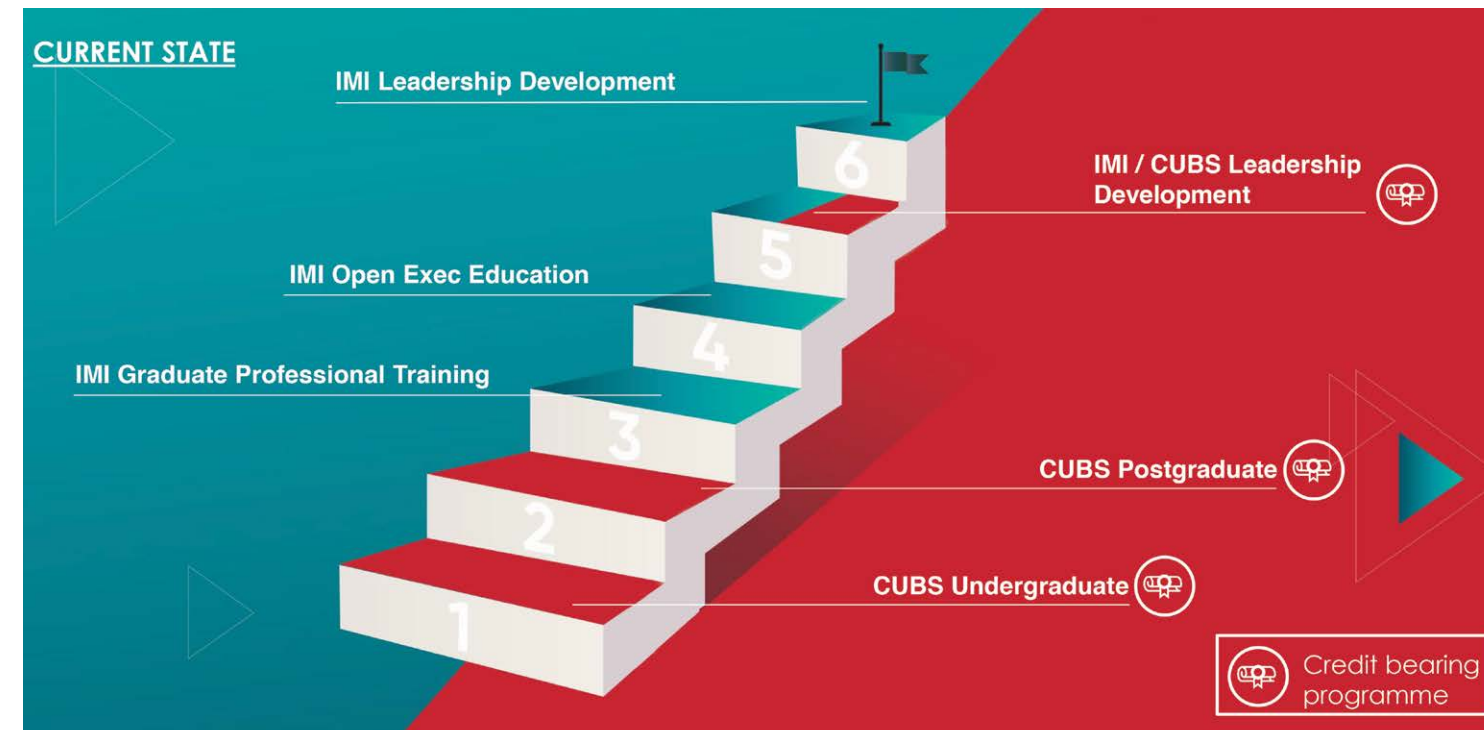


FIGURE 1 CUBS' AND IMI'S COLLECTIVE LIFELONG LEARNING OFFERING

Our Executive MBA programme has been running since 1981 and has had a transformational impact on the careers of almost 500 graduates.

Because of this, and the fact that we produce nearly 1,000 graduates each year, we are aware that our impact on the future of business and society is substantial.

While we seek to support and motivate all our students, we also strive to challenge them broadly to support personal development, and to critique the way business and society operates.

We are conscious that diverse thought and actions are required to address the key issues that we face today and tomorrow.

That's why we are so passionate about inclusion and diversity. We strive to establish diverse talent pools that will enhance the cross-cultural understanding of our student body so as to provide them with the wherewithal to succeed in a world that is deeply interconnected.

The University's internationalisation agenda continues to be enhanced by CUBS through our exchange agreements with a wide range of international

partners across countries including France, Spain, Columbia and China and the growing numbers of international students registered on our postgraduate programmes.

We are also excited about our plans for adding a new BSc International Business in coming years.

As proud supporters of the 30% Club, we continue to provide several full scholarships that focus on advancing the position of women in business.

We have increased the number of students admitted

through non-traditional routes more than seven-fold over the last 10 years, while our number of international students has grown six-fold.

With a drive to do better and be better, CUBS is committed to creating a more sustainable and quality way of living and working for current and future generations.

With the onset of the Covid-19 pandemic, the need for agility and a continuous learning mindset has never been greater. CUBS seek to instil this in all that we do.

"The group dynamic in project work, assignment and class discussion was another great source of learning,"
Shane Crowley,
Senior Technical Manager,
Dell EMC, MBA Alumnus.

SHAPING LEADERS FOR SUSTAINABLE BUSINESS.

Our ambition is to create responsible business leaders, who will innovate to maximise the triple bottom line of people, planet, and profit.

Our research and programmes are heavily motivated by the need to find innovative solutions to deliver organisational sustainable competitive advantage, while protecting the planet and providing decent work and quality of life for all. See Figure 2 below that illustrates some of this research focus.

Sustainable Business is a key theme for CUBS. The cutting-edge research undertaken by our faculty on sustainable business will help protect our planet and deliver a better quality of life for all.



FIGURE 2 CUBS' AREAS OF RESEARCH EXPERTISE

SUSTAINABLE DEVELOPMENT GOALS



FIGURE 3 UN SUSTAINABLE DEVELOPMENT GOALS

We fully subscribe to the United Nations Sustainable Development Goals (SDGs). Our curricula links to principles of social equity and economic development that helps us to create and live in a society that meets the needs of the present without compromising future generations.

The BSc International Development and Food Policy is an example of a programme that has a strong connection with SDGs and engages students with major global development issues.

Not only do our faculty teach students about the sustainability of the planet, but we also seek to challenge them to think about the bigger picture, long-term and ethically, and how important the stakeholders beyond the shareholder are.

Our commitment to sustainability is also reflected in the University's values, meaning that we are part of an institution that is firmly focused on positive impact across our diverse stakeholders.

"CUBS is committed to ensuring that graduates not only contribute to the business community, but it also engenders a sense of the responsibility business has to contribute in a transformational way to society. CUBS demonstrates a strong commitment to ensuring business works with others to find lasting solutions to global poverty, inequality and climate change."

**Jim Clarken,
CEO Oxfam Ireland,
MBA Alumnus**

UCC has been ranked 8th in the world by the Times Higher Education (THE) Impact Rankings, placing it as Ireland's leading university for its impact in working towards creating a sustainable future.

As the world's first Green Flag campus, UCC is ranked 21st out of 450 universities worldwide in the Times Higher Education (THE) Societal Impact ranking, and was awarded a Gold rating under the AASHE STARS programme.



Professor Thia Hennessy,
Dean of Cork University
Business School

RESEARCH EXCELLENCE

As an impact-focused business school, CUBS has been significantly increasing its research output in leading academic journals over recent years, while also conducting impactful research for industry and public bodies such as the HSE.

We have a track record in securing prestigious research funding from bodies like the Irish Research Council, Science Foundation Ireland, and from European Union funded schemes like Horizon 2020 and Marie Skłodowska-Curie Actions. Our research spans divergent areas of business and management, cuts across public, private and third sectors, and focusses on a multiple range of organisations, from micro-business to the largest global players.

The school plays host to several centres of excellence. Specifically, we have research centres that take in the areas of Sports Economics & Law, Resilience & Business Continuity, Financial Services and Technologies, Governance Risk, Global Competitiveness, Co-operatives, Spatial & Regional Economics, Health Management & Information Systems, and Human Resource Management.

Most notably, CUBS host a €3 million collaborative research project aimed at developing technological solutions for treasury and foreign exchange, digital taxation and corporate asset administration.

Titled FINTECHNEXT, the project is a Fexco-UCC research collaboration supported by Science Foundation Ireland which employs 12 research staff.

Much of our research and Centres are actively contributing to the theme of sustainable business. For example, we are home to the University's Centre for Global Development (CGD), which seeks to promote sustainable global development. Colleagues are also involved in work in the Global South and North around sustainable livelihoods.

In collaboration with scientists in UCC's Environmental Research Institute, CUBS

faculty are heavily involved in research on the business of renewable energy and the financial path to a decarbonised planet.

In 2021 we were delighted to announce a new strategic partnership with AIB that will fund the establishment of a new Professor of Sustainable Business and an academy of sustainability scholars.

We have many colleagues whose research is dedicated to building sustainable, smart cities complemented by thriving rural communities focused on quality of life and economic prosperity.

While in human health, several colleagues' research is centred on maximising the benefit of adopting information systems within community and hospital healthcare.

Notably, our researchers are playing a key role in UCC's INFANT research centre, exploiting the potential of information systems to improve health outcomes for mothers and babies.

Reflecting UCC's long, proud tradition in the research of food, faculty are engaged in multi-disciplinary projects to develop sustainable food systems that could bring health benefits to people and help protect our planet.

Having a department dedicated to the study of Food Business sets CUBS apart from other business schools and is noteworthy given the sector's pertinence in the sustainable age.

Moreover, colleagues in human resource management and international business research examine the management strategies, policies and practices of employees and organisations and how they can contribute to successful, sustainable organisations while also realising individual and societal well-being.



CREATING YOUR OWN FUTURE

CUBS is committed to nurturing an entrepreneurial mindset among our students.

The BSc Food Marketing and Entrepreneurship, through the final year new product project, inspires innovation and creativity by providing students with a platform to materialise learned knowledge and showcase new products and business plans.

In order to foster entrepreneurial thinking from a young age, we run an annual summer school for second level pupils, where we support them to develop creative ideas for solving real world sustainability problems.

Our new business campus will offer the opportunity to provide a dedicated innovation hub, designed to stimulate collaboration among students, faculty and the community.

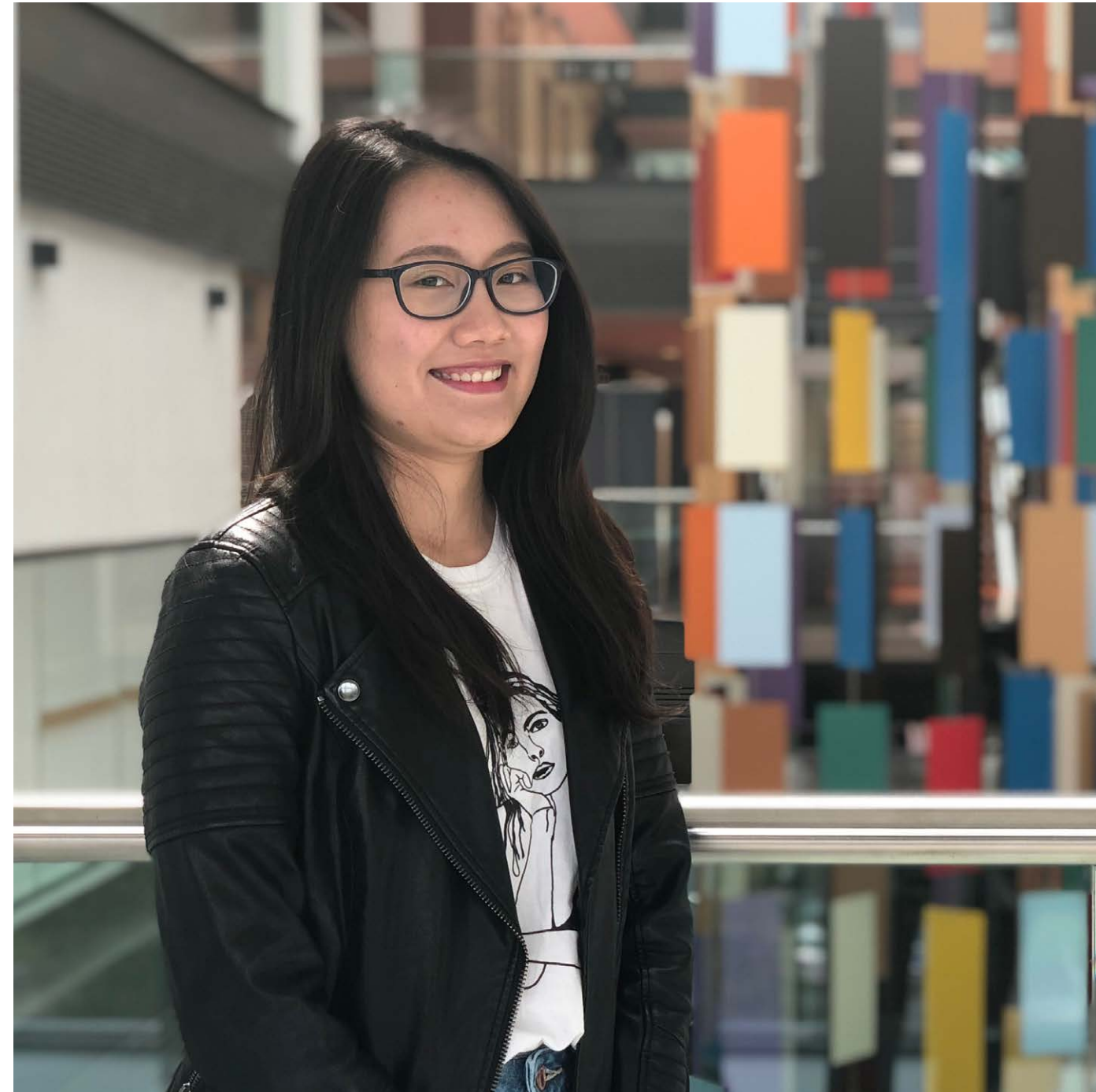
It will support the concept that the cultivation of a successful business - for profit and social enterprise - is enhanced by bringing the right people together in a stimulating environment.

STANDING ON THE SHOULDERS OF GIANTS

People are organisations. People are society. People make CUBS what we are. We are proud of our history and our more than 25,000 strong alumni family.

Many of our alumni have gone on to become giants of industry, leaders in public life and agents for change. Among our alumni we can count the current CEOs of Kerry Group, AIB, Greencore, Tesco and British Airways, and a number of past and current government ministers.

Our external advisory board, comprised of business leaders and influential alumni, ensures our strategic vision remains relevant to business and society.



A WORLD-CLASS SUSTAINABLE HOME FOR A WORLD-CLASS BUSINESS SCHOOL

The investment of €110 million (supported by a €25 million capital grant) in a new business campus on Union Quay, in the heart of Cork's financial district will create an important "meitheal" between the school and the local business community.

When completed, this sustainable landmark structure will accommodate our 4,500 students and 200 faculty and will be one of Ireland's largest academic buildings. It will feature innovative and flexible learning spaces and specialist research centres, along with an innovation hub and public spaces for business events. It will represent the very best in business education standards, catering for the needs of future generations of students from Ireland and beyond, while also aiming to be carbon neutral.

The new campus will complement our Centre for Executive Education opened

in 2018 in the newly refurbished Savings Bank on Lapp's Quay, home to the Irish Management Institute in Cork, and our Executive MBA.

Together these buildings will create a new business campus in the heart of the city offering world-class facilities to students from school leaving age to senior executive level. Our city centre campus will further dismantle the barriers between 'gown' and 'town' creating important opportunities for closer co-operation, increasing the visibility and accessibility of business education to the wider community and society.

CONTEXT FOR THE STRATEGIC VISION

In developing our Strategic Vision for the next five years (2021-2025), we are focused on continuing to learn from the challenges of the past as we aim to build on and leverage our successes to date. In developing our Strategy – Shaping Leaders for a Sustainable Future – we have sought to ensure that it is informed by internal and external stakeholders, international trends, European and national policy, and guided by the UCC 2022 Strategic Pivot, Delivering a Connected University.

We are conscious that we operate in a most difficult, volatile, and ambiguous external environment with the onset of the Covid-19 pandemic. The health and wellbeing of our staff and students continue as the most pivotal priority above all. Our external environment, as for all others, has changed significantly throughout

2020-21, with the effects of a global pandemic putting a huge strain on individuals, communities, and societies at large. In the following we set out how we will continue to operationalise CUBS' mission and vision, through a set of strategic goals and objectives and key actions.

OUR STRATEGIC VISION

Our ambition is for CUBS to be a leader in the design of more sustainable business through advancing knowledge from our research and attracting and nurturing future leaders willing and able to challenge convention and strive to deliver successful organisations that contribute positively to individual and societal health and well-being.

BUILDING ON THE AMBITIONS OF UCC2022, WE HAVE SET FIVE STRATEGIC GOALS:

- Goal 1: **To deliver a learning experience that creates the organisational leaders necessary for societal wellness that creates the responsible leaders needed for more a more sustainable society**
- Goal 2: **To be recognised internationally for the quality, innovation, and impact of our research on individuals, organisations and society, and the sustainability of organisations and societal wellness**
- Goal 3: **To expand and deepen our external engagement and internationalisation footprints**
- Goal 4: **To continue cultivating a working environment that empowers staff to realise their potential**
- Goal 5: **To strengthen our resource base to deliver a physical and digital infrastructure in keeping with our sustainability agenda**

GOAL 1

To deliver a learning experience that creates the organisational leaders necessary for societal wellness that creates the responsible leaders needed for more a more sustainable society

Excellence in learning and teaching is central to the UCC 2022, CUBS and IMI mission and we will continue our quest to reach the highest international standards for the quality of education.

CUBS will continue to develop our reputation for student centred, research-led, high quality teaching, where student engagement is actively promoted by CUBS faculty through a learner centric ethos.

Reaffirming international pedagogical advances, we will champion the use of digital technology and make greater use of experiential teaching methods to support student engagement and learning.

Our ambition is that all our graduates will look at their time studying with us as the most satisfying, challenging and rewarding for learning, personal development, and intellectual growth and that they will become our strongest advocates and engaged alumni.

We are also passionate about creating the responsible leaders of tomorrow that are needed to deliver on the triple bottom line.

GOAL 1

PRIORITY OBJECTIVES:

1. Ensure that the principles of sustainability and responsible leadership are embedded in all of our programmes.
2. Deliver inspired teaching, learning and assessment excellence, that is informed by world-class research.
3. Ensure that our student's best interests are central in our decision making.
4. Support the development of an entrepreneurial, responsible mind-set among CUBS student community.
5. Embed external engagement in programme development, delivery, and student learning.
6. Work closely with the IMI to maximise the benefits of the merger for CUBS, the university and for executive and business education.

KEY ACTIONS:

1. Review all programme offerings to identify enhancements that may be necessary to meet our ambition of creating responsible leaders to deliver more sustainable organisations.
2. Develop and establish governance structures to ensure our educational programmes remain relevant and fit for purpose of developing future leaders that see the sustainability of people, business, and society as the norm.
3. Work in partnership with students encouraging and enabling them to become more active in their learning.
4. Implement and invest in a wider range of teaching methods and digital infrastructure to support learning which enhances the professional development and career advancement of all our students.
5. Enhance employability through providing our students with the skills, knowledge, and capabilities they need to achieve their ambitions and realise their potential.
6. Ensure that the graduate attributes initiative is embedded within the School.
7. Develop the relationship between UCC and IMI to further integrate the two organisations thus enhancing our global reputation for executive education.

GOAL 2

To be recognised internationally for the quality, innovation, and impact of our research on individuals, organisations and society, and the sustainability of organisations and societal wellness

Reflecting the University's ambition to further the quality, reach and impact of research as articulated in UCC 2022, CUBS will focus on the expansion and growth of its research capacity as a key priority. Our ambition is to be a Business School producing innovative research which impacts positively on individuals, organisations and society.

We will continue to embed research and innovative thinking across all our activities, as we lead research innovations that influence and benefit a wide array of stakeholders both locally and globally. We are committed to furthering our vibrant research culture that facilitates the production of high-quality publications that advance knowledge and to promote a greater focus on impact.

With an ultimate purpose of creating more sustainable business, we will further embed an inter-disciplinary approach to our research activities to tackle the most pressing problems in society. We will continue to showcase our research to the wider community through initiatives and events that promote wider dissemination of what we do and find.

Embedding our research culture across departments, themes and centres, our ambitions will be realised through the following objectives and supporting actions.

GOAL 2

PRIORITY OBJECTIVES:

1. Engage all academic staff and researchers in high impact publishing and improve the citation profile of all.
2. Increase our funding from the most prestigious national and international funding agencies.
3. Nurture the next generation of research leaders by providing a supportive research culture for all PhD scholars, postdocs and academic staff.
4. Further high-impact disciplinary and inter-disciplinary research collaborations within CUBS, across UCC, and internationally, investing in areas where we have the potential to be recognised as a global leader, particularly in the field of sustainability.
5. Increase the economic, societal, and educational impact from our research.
6. Together with the IMI encourage and support wider dissemination of our research.

KEY ACTIONS:

1. Continue our focus on ABS 3 and 4 star journals and where possible incentivise staff to publish in same.
2. Increase our funding from the most prestigious national and international funding agencies.
3. Attract and / or win ERC research funding awards.
4. Encourage and support greater and wider impact of our research.
5. Explore opportunities with IMI to enhance our research collaborations with industry
6. Better align CUBS disciplinary and interdisciplinary research with UCC's focused themes and existing initiatives.
7. Further develop our research collaborations within the school, wider university and internationally in sustainability.
8. Enhance our supportive research culture for postgraduate and postdoctoral researchers to enable them to fulfil their training and career objectives.

GOAL 3

To expand and deepen our external engagement and internationalisation footprints

Students and faculty within CUBS have a long and proud history contributing to UCC's international ambition and outlook. We will ensure alignment between our programme portfolios and needs of our students, so that CUBS not only provide excellent international opportunities for our domestic students but also enhances our strong performance as a leading study location for international students.

We will continue to support the University's internationalisation strategy through strong industry and community engagement and our international partnerships within the context of UCC's academic strategy that is organised around the Connected Curriculum. Achieving our accreditation ambitions will heighten the positioning of CUBS internationally and support faculty to deliver on the aspiration to become a leading choice target of international students and scholars.

We will continue to develop our alliances with private, public and third sector organisations and internationally accredited institutions. This engagement will be supported through student and faculty exchanges, international research partnerships, and strategic education alliances by strengthening our alumni network.

GOAL 3

PRIORITY OBJECTIVES:

1. Enhance our international accreditation by securing triple crown accreditation and improving our positioning in international rankings.
2. Enhance the international profile of CUBS and IMI through the development of strong relationships with international partners in student and faculty exchanges.
3. Further diversify the student population in the school.
4. Increase the number and depth of our international research partnerships.
5. Develop a strong network of alumni friends and donors who believe in the mission and vision of CUBS.
6. Enhance engagement with employers across all sectors

KEY ACTIONS:

1. Retain AMBA accreditation and secure AACSB and EQUIS Accreditation
2. Target a particular set of international rankings and devise a strategy to enhance the position of CUBS in same
3. Set and deliver on targets for internationalisation of the student body at undergraduate and postgraduate levels on a programme basis.
4. Develop and implement a coherent communications, marketing, and outreach strategy aligned within CUBS and IMI to increase local, national, and international brand visibility
5. Increase international faculty inflows and outflows and strengthening the use of sabbatical research leave
6. Enable greater opportunities for home students through study abroad and international business internships / work placement opportunities
7. Explore opportunities for collaboration to increase the internationalisation of both CUBS and IMI by developing a wider model of engagement with jointly targeted international partners
8. Leverage IMI's membership community and CUBS' partners / placement companies to develop a unique, integrated, industry network that inspires our activities and informs our direction.

GOAL 4

To continue cultivating a working environment that empowers staff to realise their potential

At CUBS the health and well-being of our people is of utmost concern. We believe that a positive, supportive working environment is vital to the realisation of our vision and success.

We will build our employer brand to further our ambition to be known as a global employer of choice to attract and retain the best staff.

We will continue to work hard at being an inclusive and appealing place to work, where faculty, professional, technical and research staff can pursue their personal and career development and realise their full potential.

We will continue to cultivate a high-performance culture in which individual and career ambitions are supported and where we will continue to celebrate success and recognise the achievements of staff.

GOAL 4

PRIORITY OBJECTIVES:

1. Attract, develop, and retain the best staff by providing them with a positive, healthy, and safe working environment and supportive infrastructure for career development.
2. Value and include all categories of staff in a collegial manner working in the best interests of each other, our students, the university, and the wider community.
3. Improve consultation and engagement with staff through effective, transparent communications and voice channels.
4. Improve service delivery to academic areas, staff and students by re-organising professional services and creating more efficient administrative processes.
5. Further embed the diversity and inclusion in all our activities and actions.
6. Enhance engagement with employers across all sectors

KEY ACTIONS:

1. Ensure that the principles of fairness, inclusivity, diversity, respect, and equality are applied across CUBS and ensure there is zero tolerance for any forms of bullying, harassment, and violence at work
2. Review our existing communication and consultation channels to ensure they provide the best means for staff input into key decision making.
3. Continue to develop a collegial working environment and promote collaboration across departments and staff categories.
4. Expand and regularly evaluate the supports in place for staff development, progression, promotion and wellbeing.
5. Develop and introduce a fair, equitable and transparent academic workload model in the School.

GOAL 5

To strengthen our resource base to deliver a physical and digital infrastructure in keeping with our sustainability agenda

In line with UCC’s strategic goal to “strengthen infrastructure and resources”, our ambition is to ensure CUBS offers world leading facilities to support our learning and research ambitions and provide an excellent working environment for our staff and students.

This ambition will be achieved through transformative investment in our physical and digital infrastructure to provide an experience that supports growth, entrepreneurship and collaboration across our students, staff, faculty and engagement with industry.

A new Business School building will be at the core of realising this ambition. We will develop appropriately appointed and equipped spaces to support staff, student engagement and collaboration, which leverages new technologies for teaching and learning and supports high quality research contributions.

Our new business school will aid the CUBS learning experience of students and provide the necessary conditions to foster innovative thinking, teaching and research.

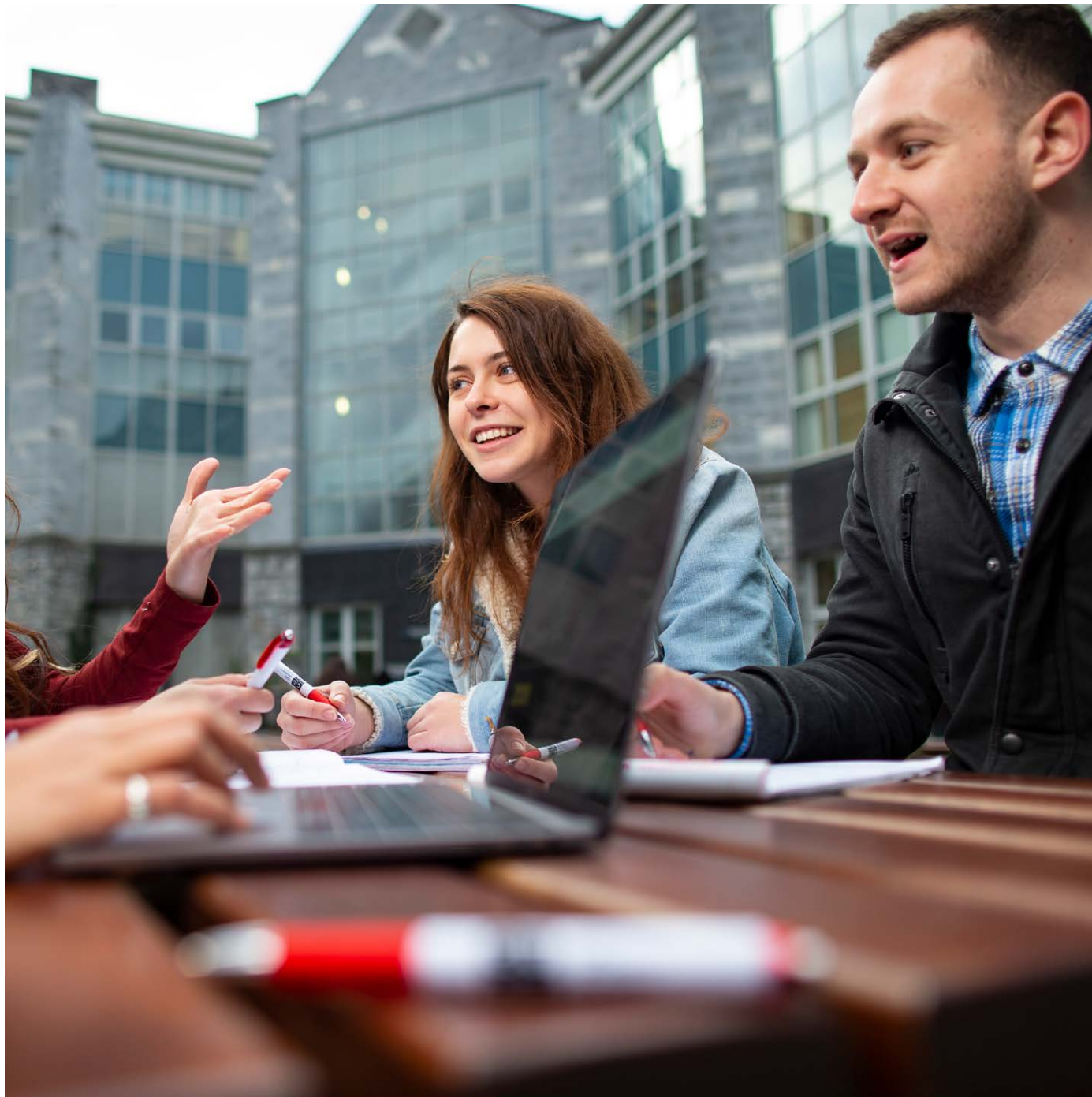
GOAL 5

PRIORITY OBJECTIVES:

1. Create an infrastructure and resource base to further establish CUBS as a leading Business School for research quality and impact and which provides the facilities to provide a world class student experience.
2. Continue to grow revenue streams to deliver a sustainable financial model for the business school.
3. Positively contribute to UCC’s reputation as a sustainable and green campus.

KEY ACTIONS:

1. Review and update CUBS business plan to provide a robust and sustainable financial strategy to support the school and new building.
2. Develop and invest in flexible learning and teaching spaces and digital technologies that promote and facilitate a broad range of innovative learning and teaching methods.
3. Develop the depth and breadth of connections with donors and corporate partners to secure philanthropic funding.
4. Develop Lean processes to support continuous improvements and efficiencies and make more efficient use of resources to deliver on our and UCC’s sustainability goals.
5. Increase our non-exchequer revenue streams and funding awards to support ongoing teaching, learning, research and staff hiring and development needs.
6. Review our ways of working to ensure we do all that we can to aid a more sustainable and green university and society



IMPLEMENTATION

The CUBS Board, which comprises of the Dean, School Manager, Vice Deans, and Heads of Department, will be responsible and accountable for the implementation of this Strategic Vision.

The implementation of the strategy will be organised in the context of the five priority goals identified. A lead will be assigned to the delivery of each goal and ensure that each action identified will be allocated to an individual or group tasked with its collaborative implementation.

The lead will assume responsibility for ensuring the work associated with the actions and objectives is coordinated in a way that ensures alignment with CUBS and University wide strategies, projects, and initiatives so that there is an overall coherence in its delivery.

An operational plan will underpin the strategy, setting out timelines, targets, key performance indicators and achievements. The CUBS Board will monitor progress on the Strategic Vision as a standing item on its agenda and regularly track progress against actions.

The plan will be implemented in the context of shared ownership involving all stakeholders in open consultation. Regular updates will be provided at CUBS School Assembly and to the External Advisory Board as a mechanism of promoting open communication and appropriate feedback and feedforward mechanisms thus ensuring shared ownership for delivery of the strategy. Progress will also be reported to the College of Business and Law Executive Management Committee and to the University Management Team.



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