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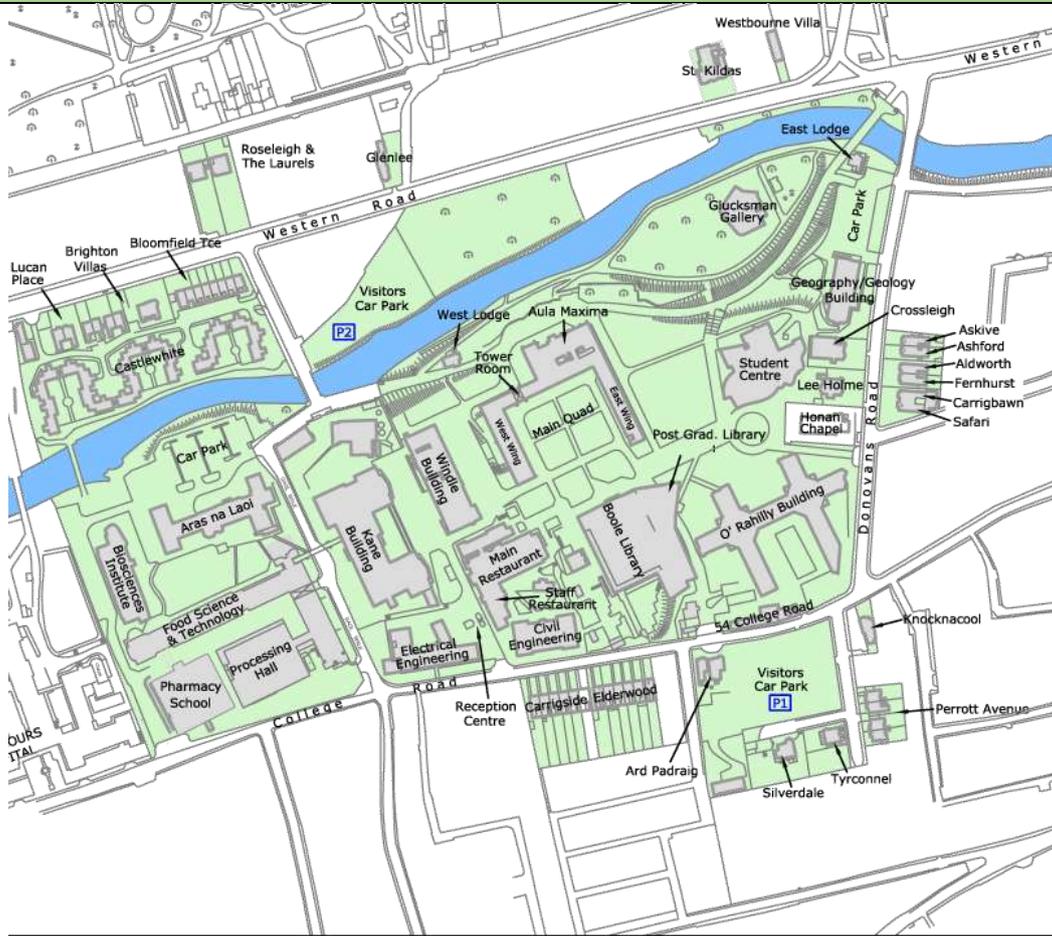
Improving Governance Practices and Palestinian Higher Education Institutions

(UniGov)

UCC Study Visit Agenda

10 June 2019 – 14 June, 2019

Day 1: Monday 10 June 2019

19.00   Dinner in River Lee Hotel with Paul O'Donovan, Academic Secretary

UCC Main Campus

UCC Main Quadrangle and Tower

Day 2: Tuesday 11 June 2019 Focus: - Research Governance - Staff Professional Development - Guest speaker talk: Are Universities for Everyone? - Human Resources Governance -Graduate Education Governance	
9.30 – 10.00	**Introduction** *Paul O'Donovan, Academic Secretary and Assistant Registrar*
10.00 – 11.00	**Research Governance in UCC** Venue ORB 2.55 *Dr David O'Connell, Vice President For Research*
11.00 – 11.30	Discussion and reflection on learnings – Tea/Coffee
11.30 - 12.30	**Navigating academic governance through staff professional development activities** Venue ORB 2.55 *Catherine O'Mahony, Centre for the Integration of Research, Teaching and Learning (CIRTL)*
12.45 - 13.30	*Group will joining the Student Affairs Ireland (SAI), Summer Summit being held in UCC.* Venue Aula Maxima **Are Universities for Everyone?** *Guest Speaker Professor Tom Sperlinger*
13.30 - 14.00	Group photographs (on or near the Quad)
14.00 – 14.45	Lunch in staff common room
14.45 – 15.00	**Introduction to afternoon sessions** Venue NW Conference Room *Aine Flynn, Head of Graduate Studies Office*
15.00 – 15.30	**Overview of how Human Resources (HR) is structured in UCC and the framework that underpins the governance of the HR function**. *Kieran Creedon, HR Business Manager, Central Service*
15.30 – 16.15	**Brief overview of governance of graduate education in UCC** (PhD, research masters and taught masters) *Dr Ruth Ramsay, Dean of Graduate Studies, Vice-Head School of Biological, Earth & Environmental Sciences*
18.30	Dinner – Izz Cafe

Day 3: Wednesday 12 June 2019

Focus:
− Quality within a university setting.
− Visit to Cork Institute of Technology (CIT) which is a local institution and collaborator of some of our joint programmes and activities.
− Cultural and history visit to West Cork.
Location: West Wing, Tower Room 1 (morning), CIT campus (early afternoon)

9.30 – 10.00	**An Overview of University Structures & Governance** *Keith Burke, Deputy Corporate Secretary Office of Corporate & Legal Affairs (OCLA)*
10.00 – 11.00	**Overview of UCC's quality enhancement ethos, quality processes and procedures** *Elizabeth Noonan, Director of Quality Enhancement Unit*
11.00 – 11.30	Discussion and reflection
11.30 – 12.00	**Student Disciplinary Committee** *Professor Paul Callanan, Chairperson of the Student Discipline Committee*
12.30 – 13.30	**Presentation and Q&A on Governance in CIT and the IOT sector** *Dr Barry O'Connor, President of Cork Institute of Technology*
13.30 – 14.30	Lunch with CIT President as well as the CIT Registrar of Áine ní Shí
15.00 – 22.00	Culture & history tour to West Cork (Includes dinner).

The UCC Mace
The historic mace of UCC is the symbol of the authority of the university

UCC Moto embedded in stone
"Where Finbarr Taught Let Munster Learn"
Munster is one of the four provinces of Ireland.

Day 4: Thursday 13 June 2019

Focus: Governance within IT Services, project governance and data security followed by visit to Boole Library and UCC Skills centre

Locations: Kane Building IT Training Room (4th floor) and Boole Library

10.00 – 10.05	**Welcome & Outline of IT Services**– Tim O'Donovan, Manager
10.05 – 10.30	**IT Security –**Barry Foley, IT Systems Administrator
10.30 -11.30	**Information Technology (IT) Governance** - Ger Culley, Director IT Services
11.30 – 12.00	**Project Governance at UCC –** Noelle Barry
12.00 – 13.00	**Visit to UCC Boole Library -** *Alan Carbery, Head of Academic Technology & Communication, UCC Library* **Hands-on demonstration of the One Touch self-service video recording system in Library Studio** – *Moya Revins, Centre for Digital Education* **UCC Skills centre** http://skillscentre.ucc.ie/ **-** Kathy *Bradley, Co-ordinator of the* Skills Centre

Free afternoon

UCC Tyndall National – a national Institute for photonics and micro/nanoelectronics and a research flagship of UCC

19.00	Dinner *Hosted by Paul O'Donovan, Academic Secretary and Assistant Registrar*

UCC is a Green Campus registered institution.
UCC incorporates the National Biodiversity Data Centre's All Ireland Pollinator Plan in maintenance of its grounds, and implementation of new projects.

Day 5: Friday 14 June 2019	
9.30	**Roundtable recap of the week in NW Council Room** – *Paul O'Donovan, Academic Secretary and Assistant Registrar*
10.30	**Meeting with JP Quinn, UCC Governing Body member,** visit to An Bothán (recreation of a famine mud cabin) and brief talk on history and Irish political progress since the Irish famine (1845 – 1849). https://www.ucc.ie/en/nfc2018/anbothan/

Biography (in order of appearance on agenda)
Paul O'Donovan, Academic Secretary and Assistant Registrar at UCC since 2012 reporting to the Deputy President and Registrar. This role has a strategic focus on academic governance, institutional reform and academic policy development under the heading of Academic Affairs and Governance. As an officer of the University, he is a member of the University Management Team, the Academic Council and each of the four College Councils. He is also a member of Senate, National University of Ireland (NUI), Dublin – Senate is the governing body of the national federal university of which UCC is a member. He has achieved a BSc from UCC, an MBA from Cardiff Business School and have taken executive education at Harvard University's Kennedy School of Government.
JP Quinn studied Arts and Social Science UCC between 1998- 2003. He has worked at UCC since 2003 and has been Head of UCC Visitors' Centre since 2005. JP was elected to UCC Governing Body on the Professional Staff Panel in 2014 for the 2014-2018 panel and was re-elected to the same panel to serve for 2019-2024.
Dr David O'Connell graduated with a PhD in Biochemistry from University College Dublin and University of Calgary in 1995. Following a period of postdoctoral research, as a Welcome Trust Fellow, at Trinity College Dublin and Texas A&M University, David moved into the world of scientific publishing following his appointment as Chief Editor of the Cell Press/Elsevier review journal, *Trends in Microbiology*. Subsequently, he was appointed Managing Editor of the *Trends* family of journals. In 2002, David moved to the Nature Publishing Group to launch and become the first Chief Editor of *Nature Microbiology*, the world leading scientific publication in the disciplines of microbiology and infectious diseases. He was also Contributing Microbiology Editor at the weekly magazine, *Nature*.

In 2009, David joined the Office of the Vice President for Research & Innovation at University College Cork (UCC) with a remit to enable research activity, and enhance its quality and impact, through the delivery of an effective research support function. Currently, he holds the post of Director and leads the Research Support Service at UCC.

Dr Catherine O'Mahony is the Administrative Director of the Centre for the Integration of Research, Teaching and Learning (CIRTL). In this role she provides direction and leadership for CIRTL activities, aligning these with the University Strategic Plan, Academic Strategy, Teaching and Learning Strategy and Civic and Community Engagement plan, and broader national and international policies and practices relating to teaching and learning enhancement. She is leading an institution-wide initiative to implement the Connected Curriculum by surfacing, showcasing and supporting good practice in teaching aligned with the 6 components of UCC's Connected Curriculum framework. She works with key staff across the University to implement UCC's Group Work policy.

She coordinates initiatives such as the International Programme for Visiting Lecturers, and develops and organises a number of staff professional development workshops and seminars relating to the integration of Research, Teaching and Learning.

O'Rahilly Building (ORB), winter scene

Guest Speaker

Professor Tom Sperlinger B.A.(Liv.), M.St.(Oxon.), PGCHE (Bristol)

Professor Tom Sperlinger's interests include radical models of access to education, new curricula, community engagement with research, the role of universities in society and how literary works are read in different contexts. He has recently published the book *Who are universities for?,* with Josie McLellan and Richard Pettigrew. It argues for a radical shake-up in how we organise higher education, with the whole population studying at university but in different modes and at different times of their lives.

His first book, *Romeo and Juliet in Palestine*, was published by Zero Books in June 2015. It is a memoir about a semester I spent teaching at Al-Quds University in 2013. The book shows students and teachers facing ordinary dilemmas - sitting an exam, falling in love, skipping class - in extraordinary circumstances in the occupied West Bank. It is being published in an Arabic translation by the Khalil Sakakini Cultural Center in Ramallah in 2019; the translation is by students at An-Najah University.

He is also published as a journalist, including for *The Guardian*, *The Times Higher* and the *Independent on Sunday*.

He was Bristol's academic lead in 2016/17 on a project led by the Open University, and funded by the Office for Fair Access (OFFA), looking at outreach for adult learners from disadvantaged backgrounds.

Tom Sperlinger is an academic lead at Bristol for the British Council HESPAL scheme, which offers PhD scholarships at Bristol to future Palestinian academics to 2021. He has worked as a mentor for the We Are Not Numbers project with young writers in Gaza, including Nada Hammad who wrote this love letter to Gaza. I am a fellow of the Royal Society for the Arts. He was co-editor of The Brodie Press from 2002 to 2015; our books included two poetry collections by Julie-ann Rowell, recognised by the *Poetry Book Society* and shortlisted for the *Michael Murphy Prize* respectively. I am a member of the advisory board for the Bristol Palestine Film Festival.

Kieran Creedon Kieran is the Human Resources Business Manager for a number of Central Service areas in UCC (including. Deputy President and Registrar, Information Services, Buildings and Estates), having previously been the Employee Relations Officer. Kieran has extensive and specific knowledge of UCC and the wider third level and public service. His experience includes recruitment, employment law, industrial relations, policy development and change projects. Kieran has represented UCC on a number of national bodies such as Irish University Association (IUA) Employee Relations Group, IUA Equality Group and The Irish Business and Employers Confederation (**IBEC**) National Diversity Forum.

Ruth Ramsay, Dean of Graduate Studies from 2018, has a BA (Mod) Zoology from Trinity College Dublin, and a PhD (Zoology) and a BA (French & Italian) from University College Cork. She is a Senior Lecturer and Vice-Head of the School of Biological, Earth and Environmental Sciences at UCC. She has worked in a number of leadership roles in UCC, being Vice-Head of the College of Science, Engineering & Food Science (SEFS) in 2016 & 2017, as well as Head of the Graduate School of the College of SEFS from 2010 until 2017. She has also worked as an Assistant Professor at the National University of Singapore.

Ogham Stones on the Stone Corridor, UCC

Dr Elizabeth Noonan was appointed Director of Quality Enhancement Unit at UCC in 2016. She has worked in higher education in Scotland and Ireland, since 1992, holding a variety of strategic roles: academic policy development; quality; teaching and learning and research.

Experiential highlights in her professional work to date include:

Establishing the first national HE research projects at Ireland's National Forum for the Enhancement of Teaching & Learning, (2014-16);

- Establishing the Ethics Framework and Governance Committee at the National Forum and supporting the development of policies for enabling digital education;
- Creating an innovative practice based research/leadership project for academic staff at University College Dublin, with Professor Bairbre Redmond (2007-2014);
- Leading in the design, and development of UCD's modular curriculum Horizons (2004-2007)

Elizabeth's career began at Edinburgh Napier University in 1992, at a time when the UK higher education system went through seismic change. From career outset, she has benefited greatly from, and strongly advocates the power of professional peer learning and support opportunities for herself and others. She is an external Specialist Assessor for a Postgraduate Certificate in Higher Education and has served as a Board Member for Sphere 17 Youth Service in Dublin from 2014 – 2016. Elizabeth holds a BA in English & Geography, a Masters in English (UCC) and a Postgraduate Diploma in Educational Research from Stirling University, Scotland.

Dr Barry O'Connor is currently President of Cork Institute of Technology, having served as Registrar and Vice President for Academic Affairs at Cork Institute of Technology in Ireland since 2008. He joined CIT in 2006 as Head of School of Mechanical & Process Engineering.

Prior to taking up his current role, he had extensive experience as Lecturer and Researcher including 25 years in University College Cork (Ireland) and sabbatical periods in ENSIA (France), Michigan State University (USA) , ESB Porto (Portugal) and Alfa Laval in Sweden. His research focus was in what has now evolved into the domain of Convergent Technologies. He has participated in many EU Research Reviews and in Academic Quality reviews, in both public and private sector Higher Education.

He is a member of the French *Commission de Titres d'Ingénieur* panel of Experts, and an accredited ENQA reviewer, the European Association for Quality Assurance in Higher Education. Having graduated as an electrical engineer he initially worked as an engineer in the food and pharmaceutical sector in the UK and Ireland. He holds engineering and law degrees from UCC, a PhD from MSU and is a Fellow of the Institution of Engineers Ireland. A committed educator, he is currently Chairman of a Primary school Board, Cork's North Monastery CBS, and a member of the Board of Cork College of Commerce, Ireland's largest FE College.

Tim O'Donovan is the newly appointed Manager for Digital Services in the IT Services Unit at UCC. The Digital Services Team has overall responsibility for Audio Visual Media Services, Web Technologies and Digital Learning Platforms. Tim has worked in UCC for 16 years, with the User Services, Enterprise Applications, and the Learning Technologies Units, and has worked on many projects and initiatives in partnership with academic and administrative units, including Wifi, Student IT Services, Finance Systems, Virtual Learning Environments, Technology Enhanced Learning, as well as systems integrations, database administration and solution design. Tim is a graduate of UCC with a BSc (Hons) Computer Science, and has just completed an MBA with the Open University (UK).

Dr Gerard Culley has been Director of IT in UCC now for the past 5 years. In this role Gerard is responsible for the Strategic Planning and Direction of IT in University College Cork and for the service delivery of the IT function. Gerard is currently involved in a Major Digital Transformation Change agenda within UCC, made possible by Funding secured from the European Investment Bank.

Expertise, Special Interests: Gerard completed his Doctoral Thesis on how Cloud Computing is transforming Higher Education. He is particularly interested in the new skills and competencies required by IT departments to support a digital future. Within his role as HEANET Board Director one of Gerard's priorities is to ensure that HEANET has the skills and capabilities that the sector requires to support our customers into the future.

Gerard also has 15 years private Sector IT Industry experience with Heineken, Musgrave, Tyco and brings a degree of external IT industry perspective to the HEANET board. Interested in: How Technology is transforming education, Leveraging the opportunity of Digital Transformation. Building the Digital University.

Noelle Barry has more than 20 years' experience working as a business analyst, a project manager, operations manager and a programme manager in IT, Facilities Management and Construction projects for Compaq, Oracle, J&J and Abtran. Key focus - to deliver on strategic programmes of work resulting in business transformation. Moved to UCC in 2016. Work for the UCC IT Directorate on supporting EIB funded projects, strategic initiatives and on developing the IT Services Project Management Office. She has an Executive MBA, H. Diploma in Computer Science and BSc. in Accounting (UCC). Her Professional Qualifications: include Certified Coaching Practitioner (CCF), Prince 2 Practitioner, Diploma in Personal and Business Coaching (LBCAI) and Diploma in Applied Project Management (IMPM and UCC)

UCC UniGov Project Team

Paul O'Donovan, Academic Secretary and Assistant Registrar, Academic Affairs and Governance.

Aine Flynn, Head of Graduate Studies Office.

Michelle Nelson, Student Services Re-Design Project Manager.

Dr Jennifer Murphy, Admissions Officer, Undergraduate Admissions Office.

Tom O'Mara, Online Learning Project Manager, Office of the Vice-President for Teaching & Learning.

Tim O'Donovan, Manager for Digital Services, IT Services Unit IT Services.

Gretta McCarthy, Senior Executive Assistant, Academic Affairs and Governance (UCC UniGov project administrator).

UNIVERSITY COLLEGE CORK [UCC]¹²

UCC was established in 1845 as one of three Queen's Colleges at Cork, Galway and Belfast. The site chosen for the college is particularly appropriate given its connection with the patron saint of Cork, St Finbarr. It is believed his monastery and school stood on the bank of the river Lee, which runs through the lower grounds of the University. University College Cork (UCC) is the principal university in the province of Munster and the largest outside Dublin

UCC, provides over 120 degree and professional programmes through some 60 Disciplines.

The University offers an innovative, research-led curriculum, taught by world-class academics that consistently attracts a quality student intake. The University has a recurrent budget of €280 million. UCC comprises four Colleges:

- Arts, Celtic Studies and Social Sciences
- Business and Law
- Medicine and Health
- Science, Engineering and Food Science

UCC employs some 2,700 staff. The University is committed to building its capacity to carry out research of the highest international quality, and to providing research-lead teaching across the breadth of disciplines and specialisms typical of a traditional university. UCC prides itself on close connections with the professions, industry and the local community. Further information on Academic and Administrative Departments can be found on the UCC web site. The home page address is www.ucc.ie.

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¹ See also: http://www.ucc.ie/en/about/UCCHistory/
² For alumni of UCC see: http://www.ucc.ie/en/alumni/who/

The University is directly funded by the Higher Education Authority (HEA), receives grant, fees and other income. Research income has for many years have been the highest in the State (in 2010-11 €80m). The University budgetary strategy continues to focus on decreasing its reliance on Exchequer income and promoting income generation through increasing post graduate and international fee income.

It has benefited very substantially (over half a billion euro) over the past ten years from national programmes aimed at developing research infrastructure, capacity and output, mainly funded through the National Development Plan and in line with the Government's Strategy for Science, Technology and Innovation. UCC has thus developed its key role in plans for the long-term economic and social development of the region and the country.

The University contains a number of highly prestigious research centres including the Alimentary Pharmabiotics Centre – **www.ucc.ie/research/apc** and the Tyndall National Institute. See **http://www.tyndall.ie/** . Indeed in early 2013, the University has been extremely successful in a recent SFI Research Centre programme, the largest joint state/industry research investment (€300m) in Irish history: UCC is to lead four of the seven centres, co-lead a fifth and is partner in the remaining two centres.
http://www.ucc.ie/en/news/newsarchive/fullstory-215713-en.html

The Main Quadrangle

GOVERNANCE
The functions of the University are performed under the direction of the Governing Body. The Academic Council, subject to the financial constraints determined by the Governing Body and to review by it, controls the academic affairs of the University. The main executive management group is the University Management Team, which works in support of the President.

University College Cork (UCC) was selected as Ireland's University of the Year 2011/12 by *The Sunday Times.* This award was given for a number of reasons including recognition of the University's position as the leading research institution in Ireland; the University's cosmopolitan character which encompasses an admirable student mix; the excellence of UCC's teaching and academic standards and the University's links with business and industry.

The *Sunday Times* award, which was the third occasion UCC received the award, followed on the heels of UCC becoming the only Irish university to achieve the unique status of Ireland's first five star university.

UCC is also the first university campus to be awarded the Green Flag for an environmentally friendly campus in a student-led innovation. UCC is proud of its achievement as the world's first university to achieve the ISO 50001 standard in energy management systems

University College Cork is an equal opportunities employer actively working towards full equality of opportunity in all aspects of University life.

Cork City

ABOUT CORK

Recently identified as one of the top ten city destinations by the Lonely Planet guide, Cork is a place not just to visit, but to live; offering a quality of life and an academic and cultural experience which reflects positive Irish values. Cork city has a population of some 150,000, with a further 100,000 in its hinterland. Further details can be found at http://www.corkcity.ie/

Useful links:	
University College Cork	https://www.ucc.ie/
(Irish) Education Act 1998	http://www.irishstatutebook.ie/eli/1998/act/51/enacted/en/html
UCC Principle Statute	https://www.ucc.ie/en/ocla/statutes/statutes/
UCC Academic Affairs and Governance	https://www.ucc.ie/en/academicgov/
Quality and Qualifications Ireland (QQI)	https://www.qqi.ie/
National University of Ireland (NUI)	http://www.nui.ie/
Higher Education Authority (HEA)	https://hea.ie/
UCC Strategic Plan	http://www.ucc.ie/en/strategicplanning/strategic/
UCC Academic Strategy	https://www.ucc.ie/en/registrar/theconnecteduniversity/academicstrategy/
General Information and social media links	
You Tube	www.youtube.com/uccireland
Facebook	www.facebook.com/universitycollegecork
UCC Virtual Tour	www.ucc.ie/virtualtour
About Cork City	www.corkcity.ie

UniGov

https://www.unigovproject.eu/

Five European partners from Italy, **Ireland,** Portugal and Slovenia and five Palestinian partners are working together to support the modernization, accessibility and internalization of higher education institutions in Palestine.

UniGov is a project of international cooperation selected for co-financing under the **Erasmus + Capacity Building program in Higher Education** during the period 15 October 2016 - 14 October 2019.

The project will address weaknesses in the existing governance systems across HEIs in Palestine. By establishing a comparative study with European benchmark universities, UniGov aims to establish a **common governance framework** and promote the adoption of **innovative practices** to improve university governance in Palestine.

Objectives

1. Create an enabling **environment** to adopt a good governance system

2. Establish an **effective** governance and management structures

3. Stimulate **autonomy** and **accountability**

4. Strengthen links with **different stakeholders**