



University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

International Office
Oifig Idirnáisiúnta

INTERNATIONAL OFFICE STRATEGIC OBJECTIVE

Appendix 1

Strategic Objective

Elements	Tactics	Indicators
1. To grow the non-EU student body in line with the enrolment plan		
a Deepening penetration in target markets	Participating in recruiting fairs, events, and engagements with the sector and independently (virtual or physical)	Overall volume of applications; size and scope of prospect list
	Managing and enhancing recruiting Agent network and outputs	Individual Agency performance; Ratio of Agent-driven to Direct intake
	Exploring and developing international pathways into UCC	Annual intake from pathways; MoAs operationalised
b Targeted marketing	Leverage opportunities for digital marketing and promotion through highly focused campaigns & platforms	Campaign performance reports
c Increasing yield	Process improvement: CRM, cultivation protocol, quality of conversion material, scholarship administration, compelling USP communications	Improvement of yield rate (enrolment/applications; enrolment/offers)
d Addressing impediments in the awareness >> enrolment journey	Process mapping; tracking promotional campaigns/tools; enhancement of policies and procedures	Student feedback; Stakeholder feedback; throughput rate
2. To ensure quality of incoming students and calibre of student experience		
a Applicant quality	Clear communication of admission standards; Systematic review/revision of standards	Ratio of applications to offer
	Training of agents	Number of training sessions; Agency performance (applications to offer)
	Integrity of admissions process	History of process enhancement; Progression rate
b Quality of student Experience	Dedicated International Student Support staff; robust onboarding and welcome programmes; Transitions In; Graduate attributes	Activity reporting
	Collect and monitor feedback; address deficiencies	ISB and in-house surveys (regular and consistent)
	Engagement with relevant officials on visa, insurance, accommodation, banking, and other third-party services	Annual reporting
3. To minimize risk by diversifying intake		
a By market (geography)	Categorising markets into Primary, Expanding, and Exploratory; allocating resources to each (roughly 60/30/10). Maintain existing strengths while also identifying new opportunities.	Intake reporting by country/territory
	Planning market engagement on a 5 year cycle	5 year territory history of enrolment and engagement
	Seeking and promoting national and externally (foreign) funded scholarship programmes	Intake history of scholarship holders
b By level of study (VS, UG, PGT, PGR)	Market intelligence and horizon scanning; level specific promotional activities	Level specific intake trends
c By discipline of study	Coordinating agreements on joint/dual/ articulated programmes; discipline specific promotion/pricing/incentives	Intake and enrolment by discipline

4. To promote internationalisation beyond recruiting

a	Research collaboration	Coordination with OVPRI, RWGs, Colleges, individual researchers	Research output volume and impact
b	Institutional partnerships & cooperation	MoUs moving into MoAs	Quantity and output of partnerships
c	Outbound mobility	Affiliation with clearinghouses, Erasmus programmes, and direct partnerships	Annual volume of outbound students
d	Alumni relations	Maintaining & using international alumni databases, holding events, recognising distinguished (international) alumni	Chapter reporting

5. To cultivate positive brand-level awareness of UCC globally

Engaging with Irish diplomats in territory and foreign diplomats in Ireland	Activity Reports
Leading outbound delegations & virtual engagement in coordination with academic units	Activity Reportsw
Hosting inbound delegations from foreign institutions & governments	Activity Reports
Partnering and maintaining relations with peer-quality Universities via MoU	Activity Reports
High quality, high level visibility globally (e.g. QS Top Universities listing and improving position in rankings)	Annual metrics on individual listings
Ensuring global awareness of UCC initiatives (e.g. institutional marketing campaigns, CDG, Open-Days/Expos, Green Campus, etc.)	Event/activity metrics

6. To drive Internationalisation Strategy internally

a	Internal Strategy Consensus	Iterating strategy, communicating to stakeholders, underpinning strategic goals with tactics and resources	Approval of strategy; adoption of strategy by Colleges
b	Regional Working Groups	Review and refresh Terms of Reference and governance of RWGs. Strengthen RWGs as a two-way channel for communication between Colleges and International Office/ Central Administration	RWG ToR RWG reporting
c	Global Strategy Group	Revive GSG as University's oversight body for RWGs and the strategic outcomes related to global engagement. When a VP Global is appointed, s/he will chair the GSG	Outputs & Outcomes – use to drive high level changes to strategy and operations
d	Structure & staffing	Regularise structures and alignment between Colleges and Central Admin; sufficiently staff functions for workload	Org Chart



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