



# Igniting UCC's Creative Potential

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University College Cork  
Arts and Culture Plan  
2022-2026

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# UCC

University College Cork, Ireland  
Coláiste na hOllscoile Corcaigh



'Creative Agency' initiative supporting young refugees and asylum seekers at the Glucksman Gallery, UCC.



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# Foreword



Professor John O'Halloran  
President  
Image by Tomás Tyner

As a leading research university, UCC is committed to creativity, innovation, and collaborative practice across all disciplines. Creativity is the spark that ignites our research, teaching, and learning to generate and share new and valuable knowledge. The excitement of discovery in the field, laboratory, lecture theatre, gallery, library, and performance space is a source of enrichment for our students, for our staff, and for society. I am pleased that this commitment to creative exploration lies at the heart of UCC's inaugural Arts and Culture Plan.

This plan will harness and activate the University's extensive cultural, artistic, heritage, and creative assets and skills. It will engage students and staff in advancing our teaching, learning, and practice to establish UCC as one of the most forward-looking places of cultural research and creative risk-taking in the world. It will support our people to realise their creative ambitions across multiple disciplines and it will position UCC to deliver ever more enhanced practice in community cultural engagement, transdisciplinarity, and connectivity.

Founded in 1845, UCC has witnessed periods of major challenge and opportunity, from famine to economic expansion, from recession to re-emergence. Work began on this plan in late 2019, but paused as it became clear that the global lockdown due to the COVID-19 pandemic was having an enormous impact on the arts

and culture community. We were keen to be able to revisit our ambitions to ensure this plan was solution-oriented as the world opened up. UCC's commitment to creativity remains stronger than ever, and is the key guiding value of this plan. Creative endeavour often happens as a result of collaboration. This Arts and Culture Plan aspires to create change through collaboration, underpinned and facilitated by our adoption of the Connected Curriculum, and the launch of UCC Futures: securing our future through excellence in research.

This Arts and Culture Plan creates a mandate for UCC to develop and gather the resources we need to harness fully our potential as a campus alive with artistic and creative talent and assets. In so doing, we will ensure that the 24,000 UCC students joining us from all over the world have the opportunity to benefit as both practitioners and participants from an education rich in artistic and creative engagement. Through this plan, we envision UCC as the university of choice for students who want to be inspired and surrounded by the best arts and creative endeavour available anywhere, and where students and academics of extraordinary talent realise their creative ability.

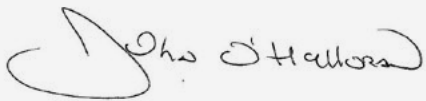
UCC alumni have achieved distinction in every field of artistic endeavour and the creative industries. Our active Graduate Attributes Programme brings focus to the task of ensuring that every student leaves UCC ready to be a

Creativity is the spark that ignites our research, teaching, and learning to generate and share new and valuable knowledge.

global citizen with a strong sense of personal and civic responsibility. We have seen some of Ireland's best writers, theatre-makers, musicians, and artists come through our campus; they've shaped us, as much as we have shaped them. Preparing this plan has provided us with an opportunity to pause and reflect on how they developed their talents within UCC. This plan seeks to establish how we can further harness and activate those distinct attributes and values to ensure that we continue to produce the breadth of creative and inspirational graduates the world needs now.

Beidh glacadh sa phlean seo le gach uile theanga, thraidisiún, agus fhéiniúlacht chultúrtha; agus cuimseoidh sí raon éagsúil foinsí agus tionchar chun go gcruthófar Ollscoil a bheidh spreagtha agus a bheidh spreagúil.

I am grateful to the Arts and Culture Plan Steering Group who delivered this plan and to the stakeholders across the University and externally who so generously contributed their thoughts and their time to inform it.



**Professor John O'Halloran**  
President

UCC Creative 'UCC Artists in Residence & Student Artists Showcase'  
September 2019 at the Aula Maxima, UCC. Image by Marcin  
Lewandowski / Sound of Photography.



# Introduction

Culture is part of UCC's DNA. Generations of staff and alumni have forged strong reputations in performance, literature, music, heritage, history, language, visual arts, theatre, film, and dance. They continue to have an impact around the world in the creative industries and cultural sectors, and their artistic ideas have challenged us to rethink our positions to innovate and to thrive.

A great deal of the creativity, creative thinking, and creative practice among students and staff arises from UCC's commitment to collaboration and interdisciplinarity in research and teaching.

In 1922, UCC was the first university in the world to incorporate the study of Irish traditional music in its curriculum, something seen as unique and radical at the time. Today, Irish-language-led contemporary creative

practice is part of UCC's global legacy and reputation. We boast a large staff of world-leading experts and creative practitioners who push constantly at the boundaries of a broad spectrum of disciplines and art forms.

A century after that pivotal moment, we find ourselves at another turning point that demonstrates the importance of the kind of long-term commitment to the arts and culture on which UCC rightly prides itself. The COVID-19 pandemic has clearly shown the essential place the arts occupy in our lives, and how diminished we are without them.

The pandemic has also been more detrimental to the arts than to most other sectors, with adverse consequences for its long-term sustainability. Events on this scale demand both a purposeful and

## VALUES OF CULTURE 2025: A NATIONAL CULTURAL POLICY FRAMEWORK FOR IRELAND

**The intrinsic value of culture.**

**The value of arts, culture, and heritage to our lives and our communities.**

**The right of everyone to participate in the cultural and creative life of the nation.**

**The value of creativity to individual and collective wellbeing.**

**The importance of the Irish language, our cultural heritage, folklore, games, music, and the uniqueness of our Gaeltacht areas.**

**The value of cultural diversity, informed by the many traditions and social backgrounds that constitute contemporary Ireland.**

**The value of culture as a means of fostering a more sustainable future for Ireland, including through economic, environmental, and social policy.**

**The value of culture in presenting Ireland to the world.**

informed response in the immediate term, as well as a continued commitment to inventive strategic thinking.

This plan will formalise, support, and celebrate UCC's creative talent, our cultural assets, and our achievements. It has been developed taking account of national policy frameworks including Culture 2025, the Arts Council of Ireland's Making Great Art Work 2016-2025, and the Creative Ireland Programme 2017-2022.

It is underpinned by the values expressed in Culture 2025: A National Cultural Policy Framework for Ireland.

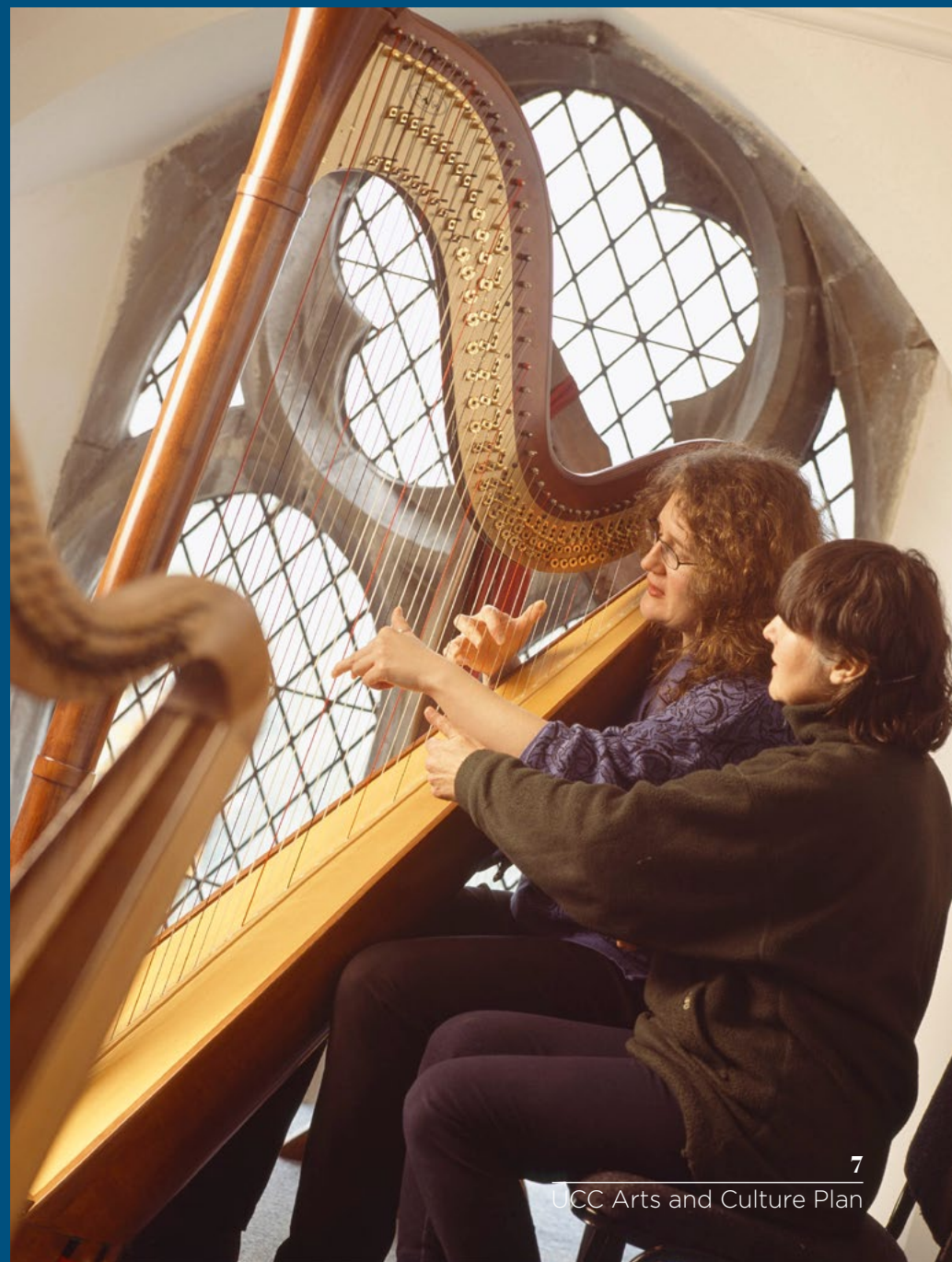
In the COVID era and following the publication of the 2020 Life Worth Living report by the Arts and Culture Recovery Taskforce of the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media, it will extend our contribution to national and international efforts to build up the arts' resilience, and their capacity to shape our responses to no

less challenging crises in the future.

This plan takes direction and inspiration from the UCC 2022 Strategic Plan, which cites that student success is a key strategic priority for UCC, with an emphasis placed on social, cultural, and sporting opportunities. "Being within the rapidly evolving fourth industrial revolution, we are

"UCC was the first university in the world to incorporate the study of Irish traditional music in its curriculum, something seen as unique and radical at the time. Today, Irish-language-led contemporary creative practice is part of UCC's global legacy and reputation."

Bonnie Shaljean teaches classical harp.



committed to developing competences for the digital age, including complex problem solving, critical thinking and creativity.”

Through assets such as the Glucksman Gallery and the Granary Theatre; academic programmes such as those offered through the College of Arts, Celtic Studies and Social Sciences; and cultural programmes, including the FUAIM music series, and our Artist in Residence schemes, UCC delivers on our ambition for lifelong and life-wide learning for citizens of all ages and abilities. The three Artist in Residence schemes in writing, traditional music, and film art, are a strategic partnership with The Arts Council.

This Arts and Culture Plan is also written to work in harmony with UCC’s Academic Strategy 2018-2022, Sustainability Strategy 2016, and Sports Strategy 2019-2022, as well as the Glucksman Gallery’s Strategic Plan 2018-2022, aligning with each of their respective values and ambitions.

Audience at a music event in the Glucksman Gallery. ‘Flush’ by Charles Tyrell, from the UCC Art Collection, is seen in the background.





## Connected University

The strategic plan UCC 2022: Delivering A Connected University underpins and further interrogates the ambitions for the Connected Curriculum framework set out in the UCC Academic Strategy 2018-2022. Developments and investments in the arts, culture, heritage, and creative space should, and indeed will be, informed by research-based teaching, interdisciplinarity and transdisciplinarity, employability, sustainability, and global reach as well as civic and community engagement (the six elements of the Connected Curriculum framework).

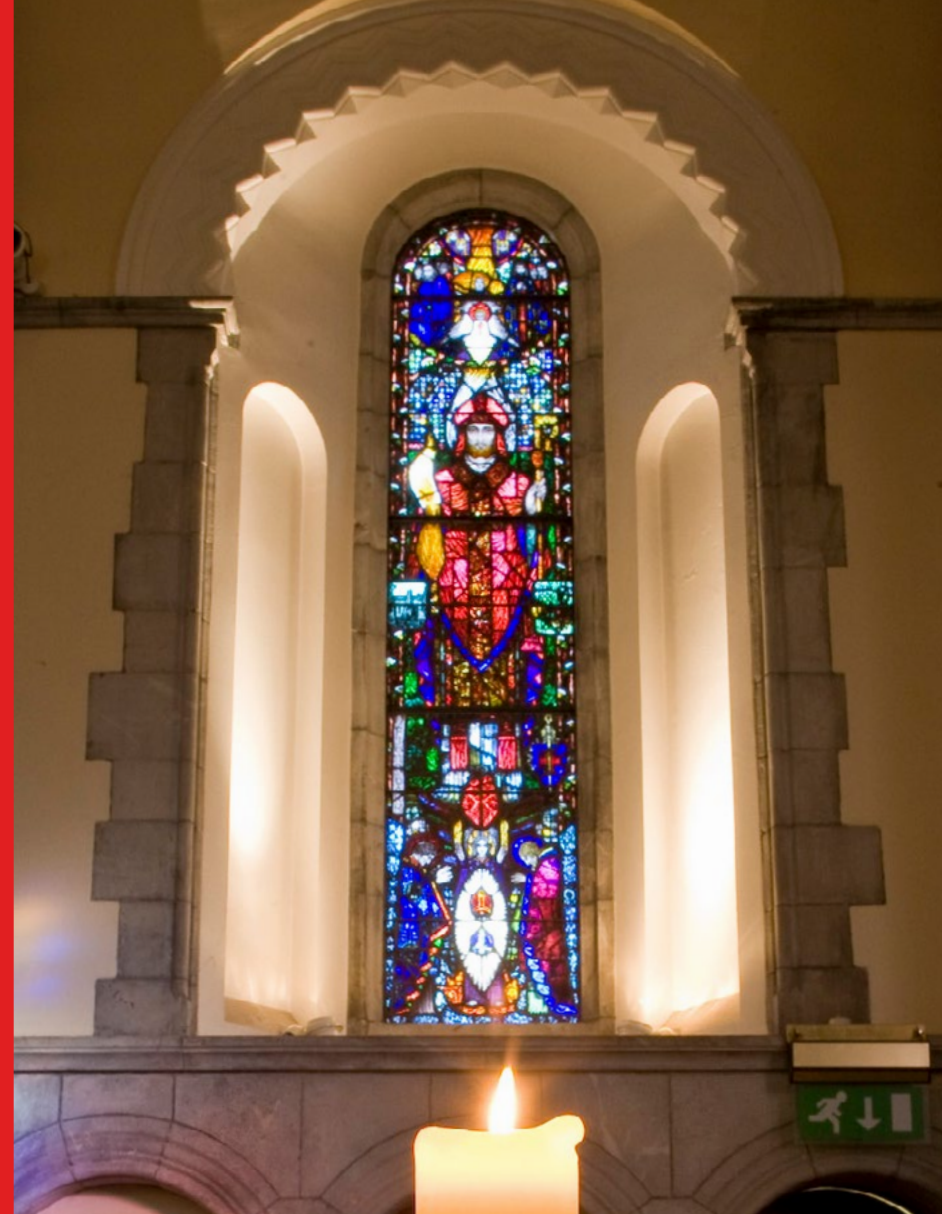
## Graduate Attributes

UCC's ambitious Graduate Attributes Programme, which is part of the Academic Strategy 2018-2022, also informs this plan. This initiative is advancing the development of students' academic, specialist, and technical competencies, equipping them with transferrable skills that can be applied in different environments. With a focus on developing core values and graduate attributes,

these initiatives integrate with the academic curriculum, taking a holistic educational approach to develop character, professionalism, and the capacity for critical and creative thought. UCC develops graduates who are creators of knowledge, and also creative and independent thinkers in many disciplines. UCC aspires and strives for our graduates to be digitally fluent communicators and socially responsible and effective global citizens, who challenge inequality.

## Quercus Talented Students

The Quercus Talented Students' Programme further underpins UCC's drive to support and promote excellence, with full scholarships for students excelling in academia, creative and performing arts, sport, active citizenship, and innovation/entrepreneurship. Students studying in any discipline who show talent in a creative or performing discipline have the opportunity to be financially supported to study at UCC and to enjoy all the resources of the University in supporting their creative work.



Harry Clarke was just 21 years old and working in his father's studio when he was commissioned to create nine stained glass windows for the Honan Chapel of St Finbarr at UCC. The Honan Chapel's collection of liturgical art is now considered Ireland's most important Arts and Crafts monument and is of national architectural and artistic significance. Image by Tomás Tyner, courtesy of the Honan Trust.



Scene from 'Walking with Ireland into the Sun: The Women of 1916', an original play by Dr Finola Doyle O'Neill, Broadcast Historian UCC, staged by staff members of UCC.

## Community Engagement

UCC has built strong connections with its external communities.

Each academic and research unit works hard to ensure that its engagement programmes foster exploratory thinking, knowledge exchange, and imaginative encounters.

This work also reinforces our values of integrity and respect, equality, diversity, and inclusion. This plan is a further opportunity to deepen our engagement with civil society and play an even more active role in the creative lives of Traveller Communities, our students of Sanctuary, individuals and families in Direct Provision centres in the Cork region, and other multiply marginalised communities.

## Research and Creative Practice

Creative practice leadership is seen throughout UCC, with artists and artist-researchers developing excellent creative research, working

imaginatively at the frontier of new hybrid methodologies, and collaborating across our University with architects, lawyers, engineers, scientists, accountants, and entrepreneurs in formal and informal ways.

The Rethinking European Cultural Policy after the Coronavirus Crisis document published by the European Cultural Foundation places the arts at the centre of Europe's efforts to develop resilience, solidarity, democracy, sustainability, innovation, and economic value. UCC's Arts and Culture Plan will support the potential of ground-breaking research methodologies in the arts to contribute to innovation and to achieve national strategic targets in research funding, as well as in the establishment of a more just and inclusive society. It will enhance UCC's reputation and importance as a research institution and a place to visit. It will also further develop UCC's position as a cultural resource in Cork and Munster.

## Student Societies

The range of Student Societies in the creative and cultural disciplines in UCC enjoy strong links with the University's academic departments and with the community and wider University sector, performing consistently well in national competitions within University

networks. In 2019, the national student societies organisation, BICS, awarded UCC more awards than any other third-level institution in the country.

## UCC Heritage and Collections

UCC's Heritage campus has many great treasures, from the historic Quad, Aula Maxima, the Crawford Observatory, and the Honan Chapel, to more recent architectural gems such as the Glucksman Gallery.

In 2017, the Glucksman was the first museum in Munster to receive full accreditation on the Museum Standards Programme for Ireland in its care of the UCC Art Collection and across all areas of the museum's operations.

As well as visual art, UCC's world-leading collections include original Ogham Stones and specimens collected by Charles Darwin. The Boole Library has amassed a rich collection, including archival material such as the O'Neill Henebry Wax Cylinder

Collection, early printed books, and rare manuscripts, such as The Book of Lismore from the fifteenth century, and The Great Book of Ireland (1991).

The University's Heritage Collection includes a great number of valuable artefacts, such as unique Irish silverware and the furnishings and vestments created for the construction of the Honan Chapel (1916). The University is committed to supporting critical engagement with our collections.

**Right:** Ruairi from the UCC Science Soc getting creative in the labs. Image by Barry Sheerin.

**Below:** Dancing About Architecture Workshop, December 2019. Image by Marcin Lewandowski / Sound of Photography.



It is against this backdrop of artistic, cultural, and creative wealth and potential, that UCC's Arts and Culture Plan has been developed.

Over the next five years, through this plan, UCC will recognise, activate, and celebrate the creative practice of our students and staff, the artistic and cultural activities and programmes generated by the University, and our assets and collections.

This plan will connect these creative elements. In the sections that follow, we set out the purpose, vision, and mission of this Arts and Culture Plan, with a focus on recognising, harnessing, and catalysing UCC's artistic and cultural potential.

**Right:** Boole and Blanket project, UCC Knitting Society.

**Below:** 'Homeless in Hollywood' playing at UCC Music Society's 'Battle of the Bands' event in the Kino in February 2020. Image by Rebecca Dineen.

**Opposite page:** Keana, Chloe, Tara, and Tiarnan at the launch of UCC Fashion Week 2020. Image by Ciaran Stack. Styled by Maeve O'Sullivan of UCC Fashion & Style Society.





# Purpose, Vision, and Mission

## PURPOSE OF THIS PLAN

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Founded in 1845 in Cork, UCC is an ambitious University of historic heritage, with a consistent focus on shaping the future. We host 24,000 students from all over the world, who on graduating, will be effective global citizens in their chosen fields.

Given our urban setting and the strength of our connection to the arts communities and audiences in Cork, Munster, and Ireland, UCC is well placed to develop successful, brave, and visionary collaborations that can deliver new models of engagement to be shared through our international networks.

The purpose of this Arts and Culture Plan lies in our strategic Connected University

ambition. We want to invigorate and activate creative and artistic connections between the student and staff community, the curriculum, our cultural assets, our partners, the city, the county, and the world. This plan seeks to be both a catalyst and a focus for our strengths. It is a means to activate resources and attract like-minded partners to achieve our ambitious plans for creative connection and the potential for transdisciplinarity.

Society, technology, and the challenges facing humanity are constantly evolving. At UCC, our artistic approaches to research must be agile, exploratory, and experimental, if we are to yield distinct, creative, and beneficially disruptive solutions.

**Right:** Glucksman Gallery Board Member Nicholas Fox Weber welcomes a school group to the Josef Albers exhibition.

**Opposite Page Top:** A child makes voice touch/light art using the Resonant Tails installation, part of an artistic research project led by Dr Yvon Bonenfant, Department of Theatre, UCC. Image by Tract and Touch.

**Opposite Page Bottom:** Shanghai event, UCC.



## VISION

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To be renowned globally as the University of choice for a culturally enriched study experience in Ireland. We will achieve this by harnessing our cultural, artistic, and creative talents and assets, and by championing transdisciplinary arts research and new models of engagement.



## MISSION

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Our mission is in line with the Strategic Plan (2023-2028). We will champion arts, culture, and creative endeavour as a central tenet of all areas of University life, and through them to connect all our disciplines and encourage knowledge exchange; foster civic and community engagement; drive innovation; and generate vibrant new ways of learning, teaching, researching, working, and living.

# Strategic Ambitions

Our ambitions, with which we will deliver our Vision and Mission are to:





## STRATEGIC ACTIONS

### 1. Develop the creative power of our cultural strengths and assets including our collections, heritage, and architecture and our creative practitioners, artists, and thinkers

To support fully this plan's ambitions we will develop a clear picture of UCC's cultural, heritage, and creative talent, assets, and resources, both tangible and intangible. This will ensure they can be leveraged to create a University-wide arts-led learning experience, and to enhance UCC's impact and reputation as an academic institution steeped in arts, culture, and creativity. To deliver this strategic ambition, we will:

- Develop a Cultural, Heritage, and Creative Assets Register, building an accurate record of the abundance of UCC assets, their condition for conservation purposes, and their development potential. This will support a more coordinated and purposeful approach to their care, as well as activation for philanthropic or funding investment, income generation, or profile-raising potential
- Establish a map of creative endeavour and collaboration at UCC that enables greater awareness of arts and culture on campus in all its forms and how it can be activated and supported
- Put in place a plan and identify champions across the University to support delivery of all capital and infrastructure needs and ambitions
- Develop more formal connections with creative alumni through the Alumni Office, for opportunities to enable creative learning, collaborations, or to support innovation in research
- Seek to create a Global Ambassadorial Programme to promote pride in and association with UCC's commitment to arts and culture
- Collectively engage more effectively with Cork city and county and key stakeholders to activate the UCC campus and creative skills for Cork's people, international tourism, diplomatic visits, etc
- Identify and celebrate the relevant anniversaries and milestones across the University, such as centenaries of our heritage, academic, and cultural assets
- Maximise access to our assets for UCC and the wider world through innovative digital content and community engagement programmes



Dancing About Architecture Workshop, December 2019. Image by Marcin Lewandowski / Sound of Photography.

# Strategic Actions

Everyone in the UCC family will have the opportunity for a full and active cultural and artistic life, igniting our ambition to develop creative and independent thinkers, connecting the curriculum to the city, and beyond.

## 2. Cultivate artistic imagination across the University community ensuring a unique learning experience

Whether or not students or staff are creative practitioners, everyone in the UCC family will have the opportunity for a full and active cultural and artistic life, igniting our ambition to develop creative and independent thinkers, connecting the curriculum to the city, and beyond. The key to this is in recognising, activating, and celebrating creative and artistic endeavour so that both existing and potential students see that it is valued by their University, driving a sense of pride and belonging for all, whether or not they are working within arts disciplines. To deliver this strategic ambition, we will:

- Formally celebrate and showcase the quality and diversity of UCC's experts, both staff and students, in the creative practices
- Create opportunities for student development through arts and culture, whether through University-wide academic programmes, supports provided such as mentoring, or through extra-curricular activities
- Mandate Colleges to explore further the creative potential of arts and cultural activity in their own research, teaching, and civic engagement and to deepen understanding and experience of artistic experiment as a means of harnessing all forms of creativity
- Devise and showcase projects that explore and broaden creativity in all disciplines, such as those relating to Health and Wellbeing, Equality and Diversity, Climate Action and Sustainability
- Create supports for continued professional development in creative practice through informal and accredited programmes, residencies, and research opportunities for students, staff, and stakeholders, ensuring existing, ongoing programmes are prioritised
- Identify and create formal or informal spaces on campus for creative encounter and collaborative endeavour within the University community for use by all staff, students, and student societies, ensuring a consistent focus on accessibility
- Partner with artists to develop site-specific projects that invite internal and external audiences to experience contemporary art, performance, and film in new contexts across the University

### 3. Lead globally in transdisciplinary and artistic approaches to research and knowledge exchange

UCC is a University that advocates for artistic approaches to research and knowledge exchange and connects disciplines through artistic and creative projects. Artistic thinking has the constructive potential to disrupt established ways of thinking and doing across disciplines, to open up radical new questions, and to enable inventive new approaches to discovery and innovation, both within and outside the arts. We are building on this existing activity to become a global leader in this field. To deliver this strategic ambition, we will:

- Promote and support the testing and advancement of research methodologies derived from artistic research methods across all disciplines, and in so doing, ensure that the benefits of artistic approaches to research are understood across UCC's academic and public engagement communities
- Advance dynamic pedagogical innovation across disciplines that brings artistic and other approaches together to transform the educational ecosystem and its learning opportunities for our students, including new degree programmes
- Promote our artistic research agenda, its relevance, and its innovative potential via local and global networks and to funding agencies using such actions to contribute to and lead relevant national and regional policy and strategy that fosters the arts, the creative economy, business, knowledge, and ecological innovation
- Showcase the benefits of academic partnerships with cultural spaces across the University and beyond, to promote the possibilities of artistic approaches to all disciplines
- Utilise relevant digital platforms to highlight and showcase UCC's artistic research, enabling knowledge of and engagement with this unique aspect of the University

UCC Student Volunteer supporting the Glucksman's 'Creative Agency' initiative for young refugees, asylum seekers, and migrants.



# Strategic Actions

Everyone is welcome through the gates of UCC, and arts and culture are a powerful pathway to enable access and inclusion.

## 4. Enable access and inclusion and a sense of belonging in the experience of all creative endeavour at UCC

Everyone is welcome through the gates of UCC; and arts and culture are a powerful pathway to drive and enable access and inclusion. This Arts and Culture Plan acknowledges and seeks to build on the work that has been done to ensure we become a global leader in this area. This includes our work as a University of Sanctuary, where UCC's commitment to inclusion is well-established in Ireland and on a global level through our access and inclusion programmes. In particular, our programmes empower young asylum seekers, refugees, and migrants to participate in imaginative projects that enable them to present their voices and views in the public realm. Alongside the University's overarching institutional values driving access to UCC and our artistic and cultural offering, this plan aims to consolidate this work and ensure a sense of inclusion and belonging for all our communities. To deliver this strategic ambition, we will:

- Promote partnerships with UCC Civic and Community Engagement and Access UCC to develop projects that enable the University to reach audiences that traditionally have not had access to University experiences, as well as audiences we haven't been able to reach in the past
- Chart diverse, inclusive, radical, or interesting cultural and creative journeys that started at UCC to provide insights to use as templates or starting points for new or enriched artistic and cultural projects and activities
- Demonstrate the societal impacts of UCC's engaged research and engagement programmes to embed a co-ordinated approach across the University and deepen our relevance in our communities
- Emphasise and enhance activities that promote increased and purposeful engagement with primary and second-level schools through the activation of UCC's programmes, people, collections, and campus, aligning with existing successful outreach programmes
- Collaborate with and support Cork City and County Councils to achieve their vision to become a European Centre of Excellence for Inclusive Arts. This will include inviting communities of interest to participate in projects that link the Arts and Culture Officer role to the cultural, social, and economic fabric of the city, county, and country
- Engage with the UCC Equality, Diversity and Inclusion Unit to support and ensure an intersectional approach is central to UCC's arts and culture development

## 5. Strengthen resources for arts, culture, creative endeavour, and heritage at UCC

The significant impacts on the University during the COVID-19 pandemic include financial challenges. It is vital that business models be developed and made ready to strengthen infrastructure and resource bases for creative and collaborative endeavour at UCC, and to care for and nurture our intangible and tangible assets, as the economic climate recovers. This will help to raise the profile of and create equity of opportunity for creative practitioners, in alignment with UCC 2022's broader infrastructure and resources goals, which call for a reimagining of the physical campus. To deliver this strategic ambition, we will:

- Identify the business and support model to appropriately co-ordinate and lead the realisation of this plan, with the continued support of a University-wide committee structure, identifying dynamic delivery models and key performance indicators for our ambitions and actions
  - Establish and recruit an Arts and Culture Officer role, to drive delivery of the Arts and Culture Plan, as well as University-wide engagement with arts and culture
  - Support cultural champions in each College to activate creative endeavour through each academic discipline, and in doing so, create connections across the University and into the community, driving interdisciplinary engagement and transdisciplinary projects
  - Seek appropriate support from Government and other relevant stakeholders to ensure the sustainability of creative and performing arts teaching at the University,
- in partnership with the UCC Development Office's fundraising and investment partnerships
- Advance the UCC Creative Hub infrastructure concept development, which aims to dynamically connect UCC's commitment to creativity across the University, with expert creative practice, especially as it relates to transdisciplinarity. Work to secure resources to test and strategise the project, driving it towards physical realisation. The creation of a space for creative endeavour at UCC via the Creative Hub will move UCC towards consolidation of our reputation as a global centre of excellence in expert practices of creative arts disciplines
  - Develop relevant and appropriate strategic partnerships to further research, learning, and experience of the arts, culture, and heritage at UCC



Frasch, Expanded Instruments Project at the School of Film, Music and Theatre, UCC.

# Implementation

As with any institutional plan, a clear pathway to implementation is required to realise the stated ambitions.

In the initial phase of the plan's delivery (2022-2024), emphasis will be placed on the creation of a cross-institutional implementation plan, with arts and culture champions identified across the Colleges. This will help build the momentum required to engrain the plan throughout the campus, ensuring that all elements of the University community can engage with and own their respective roles in its implementation.

The University's commitment to appoint an Arts and Culture Officer in 2022 will ensure the ambitions and actions in the Arts and Culture Plan will be planned and implemented in

parallel, creating momentum across all its ambitions, generating a self-propelling cycle.

UCC's Arts and Culture Plan will be owned and delivered as a University-wide project. An appropriate governance structure will support progress throughout the plan's implementation via monitoring and evaluation reporting to the President via the University Leadership Team.



Artist Hughie O'Donoghue speaks about his work in the Glucksman Gallery.

# Appendix : Methodology of Engagement

**The writing of the Arts and Culture Plan was led by a Steering Group chaired by UCC President, Professor John O'Halloran.**

A series of 25 one-on-one interviews with internal stakeholders included University Management Team members, staff, and students.

One-on-one interviews were held with eight external stakeholders including Cork business people and leaders in the cultural sector in Munster who have associations with UCC's creative endeavours.

A series of nine focus group sessions were held with staff, students, Quercus Scholars, and UCC Student Society members.

A questionnaire was sent to 36 people in the cultural community for feedback, and to the staff in the College of Arts, Celtic Studies and Social Sciences not included previously in the one-on-one interviews or focus groups.

In 2021, the Steering Group was re-convened to revisit the draft plan and update having reflected on the impacts of the pandemic on the University's goals.

## STEERING GROUP

**Dr Yvon Bonenfant**  
**Kerry Bryson**

Head of Theatre  
Director of Business Development and Advancement

**Professor Stephen Byrne**  
**Professor Claire Connolly**

Deputy President and Registrar  
Head of School of English and Digital Humanities

**Anne Marie Cooney**  
**Professor John Cryan**  
**Ben Dunlea**  
**John FitzGerald**

Office of Deputy President and Registrar  
Vice President for Research and Innovation  
former President, Students Union  
Director of Information Services and University Librarian

**Professor Jools Gilson**

Professor of Creative Practice, Department of Theatre

**Professor Lee Jenkins**

former Head of School of English and Digital Humanities

**Professor Fiona Kearney**  
**Michaela Maher**  
**Darragh Ó Caoimh**

Director, Glucksman Gallery  
former President, UCC Societies  
Students Union Irish Language & Culture Representative

**Mary O'Donnell**  
**Dr Rónán Ó Dubhghaill**  
**Professor John O'Halloran**  
**Professor Laura Rascaroli**  
**Dr Jean van Sinderen-Law**

President UCC Societies  
Vice President for External Relations  
President (Chair)  
Head of School of Film, Music & Theatre  
Director of European Relations and Public Affairs

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**UCC**

**University College Cork, Ireland**

Coláiste na hOllscoile Corcaigh

**Front Cover:** Leanne McDonagh, Pavee Presence, This photograph by Leanne McDonagh is an abstract representation of a Traveller's stall at a horse fair. It is part of the Glucksman Gallery's Art Library initiative, a loan collection of artworks that is available to schools, community hubs, and healthcare settings across Ireland.