

Quality Enhancement Plan

Office of Marketing and Brand Impact and Office of Media and Communications

April 2025

FOR COMPLETION BY QEU	
Date of Peer Review visit: 16 th – 18 th January 2018	Head of Unit: Ms Donna O'Driscoll (Director of the Office of Marketing and Brand Impact) Mr Eoin Hahessy (Director of the Office of Media and Communications)
Link to Panel Report published on QEU website: https://www.ucc.ie/en/media/support/qualityenhancementunit/reports/admin/MarketingandCommunicationsPeerReviewPanelReport1718.pdf	Date QEP considered by Quality Enhancement Committee: 15 th May 2025

Background

The Quality Review conducted in 2018 for the Office of Marketing and Communications made a number of strategic and operational recommendations.

Efforts were made to implement this but fundamentally, the investment required to enable marketing and communications to operate at a strategic level for the university never materialised.

In 2021, a decision was made to create the Office of Marketing and Brand Impact and Office of Media Communication, recognising the strategic importance of brand, reputation and communications.

In 2023, the offices joined a new directorate, Office of Global Engagement under a new Vice President, Professor Ursula Kilkelly. Building on the previous work and recommendations, from both the quality review and the two directors, Professor Kilkelly commissioned Higher Reputation to undertake a comprehensive externally facing review of the area.

Higher Reputation identified the need for a structured and strategic marketing and communications plan that can support reputation, rankings and student recruitment.

Current Action Plan To Address Recommendations

A new integrated Communications, Marketing and Recruitment Plan is being developed as follows:

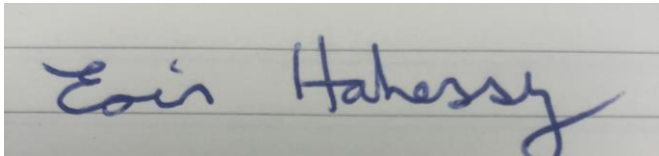
1. **A Master Plan:** The Communications, Marketing and Recruitment plan (CMR), will set out a clear roadmap for reputation management, brand, communications (internal and external) and marketing. This will provide strategic direction to the whole University community.
2. **Individual Elements:** Project teams, bringing together central and local marketing and communications teams, are developing the 10 individual elements that will combine as the CMR Plan. These are time bound tactical plans that will be refreshed annually. The 'one team' approach to their development represents a new way of working, harnessing expertise and experience across the University. These teams will also be involved in the implementation of the Plan.

Communications, Marketing & Recruitment Plan



3. Investment in Central CMR Services:

Reviews have highlighted that UCC has a very small central team of CMR professionals, with insufficient capacity and skills gaps in a range of areas including: web, social and digital media, public affairs, internal communications, student recruitment and marketing. A number of elements of the CMR Plan are dependent on addressing these gaps and a business case for investment has been developed, along with the new Plan and one team approach.

FOR COMPLETION BY UNIT		
Role	Signature:	Date:
Head of Unit (Office of Marketing and Brand Impact):	Donna O'Driscoll	22/04/2025
Head of Unit (Office of Media and Communications)		28/04/2025
Head of Functional Area:	Ursula Kildely	28/04/2025