



QUALITY REVIEW
PEER REVIEW PANEL REPORT
ALUMNI & DEVELOPMENT

Date: October 2019

“By embedding a strong quality-enhancement ethos, we will use our quality processes to ensure a culture and experience of best practice in the delivery of our academic mission, demonstrating our commitment to continuous evolution and improvement”

UCC's Strategic Plan 2017-2022

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Part 1 - Overall Analysis

Peer Review Panel

List of Panel Members

Name	Position/Discipline	Institution
Ms Mary Apied (Chair)	Founding Director and former President of the Trinity Foundation	Trinity College Dublin
Dr Louise Crowley	School of Law	University College Cork
Ms Christine Fairchild	Director of Alumni Relations	University of Oxford
Mr Matt Ferguson	Director of Development	University of Warwick
Mr Aaron Frahill	Postgraduate Student, MSc Finance	University College Cork
Professor Thomas Lawton	Cork University Business School	University College Cork
<i>Ms Deirdre O'Brien (Panel Secretary)</i>	<i>Quality Enhancement</i>	<i>University College Cork</i>

The Panel brought together national and international peer expertise in the fields of both Alumni Relations and Development. Internal reviewers provided knowledge of institutional and organisational structures within UCC. All review panels at UCC include a student representative as a full Panel member; the student representative brought valuable insights and perspectives on student issues. Panel profiles are attached as Appendix A. Secretariat support from the Quality Enhancement Unit (QEU) was provided to the Peer Review Panel throughout to facilitate the review process and to support the Panel in formulating and agreeing the final Panel Report.

Methodology & Site Visit

The site visit for Alumni and Development (A&D) took place over three days in October 2019 (the timetable is attached as Appendix B). The timetable was comprehensive and enabled consultation with key stakeholders, including senior management of the University, students, and external stakeholders. There was extensive engagement with the President, Senior Officers, A&D staff and the University community.

The entire Panel contributed to the production of the final Panel Report. Panel members noted that a clear vision of recommendations and commendations had emerged at the end of day two and that the Panel discussion tested these outcomes and ensured Panel confidence around its conclusions.

Overall Analysis of Self-Evaluation Process

The SER was a valuable source of information for the Panel and provided detail of the history of the development of A&D. However, the SER demonstrated insufficient self-awareness on the part of A&D of their role in the UCC community and their corporate perception. The Panel found there was insufficient emphasis on financial aspiration and the recruitment of senior volunteers. The Panel also noted that the SER did not provide detail on any ethical decision-making framework for fundraising.

The benefit of the main benchmarking process was unclear to the Panel and it did not seem that meaningful critical analysis was undertaken as a result of the benchmarking exercises. Better results may have been elicited had it been undertaken against a different university, QUB being similar to UCC.

The SWOT analysis painted a clear picture of A&D and was a valuable exercise; again, the Panel believed that the SWOT analysis could have been used to better strategic effect.

Part 2 – Findings of the Panel

Unit Overview

Alumni and Development consists of Development, Alumni Relations, Communications and Advancement Services. The Panel was clear that the new organisational structure of A&D is fit for purpose and should facilitate improved interaction with alumni and donors. Great strides have been achieved over the past two years. While not all posts are yet recruited, structural changes now in place have improved strategic direction; it is critical now that momentum in this sphere is maintained.

A&D have struggled with consistent themes identified in their SER: a general lack of communications with alumni or inconsistent communications; an underdeveloped culture of philanthropy among alumni; a lack of awareness of the University's broad priorities and plans, and those of the Colleges and Schools; an annual and major gift programme not working to potential; a lack of investment in Alumni Services (particularly the database) and an unqualified prospect pool.

Alumni Relations

Alumni Relations has primary responsibility for building and cultivating lifelong relationships between the University and its alumni. The team has three functions: alumni relations, annual giving, including leadership gifts, and stewardship. The team promotes and manages lifelong relationships between alumni and their alma mater, including developing philanthropic inclination towards the University.

The Panel heard feedback from alumni which was very positive, there is enormous affection for UCC and a great willingness on the part of alumni to get involved. There is tremendous good will towards UCC in the alumni community and the desire for engagement is palpable. On the other hand, alumni report that there is no clear call to action and no clarity on potential pathways for involvement.

The Panel found no clear direction on alumni support from A&D. The Panel is cognisant of the difficulties that a sub-par database can have on alumni activities, however, the Alumni Strategy should be reworked to start from the point of the Alumni Proposition, considering what they want from alumni and how does that translate into a community of engaged alumni. Staff are working very hard on ad-hoc activities with no clear sense of measures or desired outcomes.

There was universal agreement that alumni find it meaningful to be asked to come back to do something they feel is useful, such as mentoring current students. This is an area for development for A&D; the Panel advise that A&D cultivate a sense of UCC as 'home' for alumni.

The relationship with alumni needs to be fostered and built while future alumni are students in UCC; a strong relationship with students should be in place upon graduation. Current students report little to no understanding of the role of alumni or the potential for interaction once they leave the university, however, the Panel heard of an obvious desire on the part of current students to continue to be part of the UCC community once they have graduated.

The Panel saw huge potential in the alumni domain. It is clear that, due in the main to database issues, alumni have rarely been communicated with and the ability to project and find prospects has been curtailed. Prospects are within reach now and this is no doubt an exciting time for the Alumni team.

The Panel recommend that A&D revise the Alumni Strategy so that it clarifies the alumni proposition; articulates the benefits for alumni of being engaged and involved; introduces and clarifies alumni engagement metrics; considers the transition point from student to alum; builds strategies and workflows to move alumni engagements along a clear trajectory; reinforces key relationships with internal stakeholders and reinforces synergies between alumni relations and development. This strategy should ideally work in conjunction with a strong Advancement Services to oversee data collection and analysis.

Development & Philanthropy

Development encompasses fundraising for major gifts, which are defined in A&D as any gift €25,000 plus. There are dedicated fundraisers in three of the four Colleges (the exception being the College of Arts, Celtic Studies & Social Sciences) supported by Development Assistants and Prospect Researchers.

The Panel heard many positives about the College experience of philanthropic interaction and there are many promising prospects in development. There was also frustration expressed that, while interactions with A&D are very helpful in the main, the experience in regard to timely follow-up to proposals is haphazard. The academic community is a valuable source of ideas for A&D and relationships should be nurtured and developed with care.

Development should ensure that essential policies are in place, for example, an ethics policy and criteria for accepting gifts. Development should also consider whether the major gift threshold is too low and whether it should be revisited to ensure that fundraisers are operating with sufficient ambition.

Communication within the team is crucial and shared learning is a vital part of a well-functioning development team; the learning from receiving large donations should be routinely analysed and

disseminated throughout the team. Development staff should work to educate the Colleges on the benefits of philanthropic contribution and the essential role academics play in creating ideas and identifying prospects.

The Panel recommend developing a multi-year project commitment for fundraising priorities consistent with the UCC Strategic Plan and within this project commitment A&D should develop short, medium and long-term horizons to enable short and medium-term wins.

The Panel recommend the development of entrepreneurial and proactive behaviour within the team. It should be the personal responsibility of each fundraiser to proactively source and engage with new prospects and to source and engage with faculty within UCC. The team should foster and cultivate creative thinking in regard to fundraising endeavours. The team should develop a model of professional support that anticipates the needs of senior faculty: each team member should plan ahead for meetings with faculty, prepare briefings and have a clear strategy in regard to desired outcomes.

Advancement Services

The Panel fully endorse the recent change involving the creation of a formal Advancement Services unit. The Panel agrees that this is now standard practice at most universities and that it emphasises the importance of gift processing, data quality, GDPR and other regulatory compliance, and critically, the importance of budget and controls.

Within A&D, great strides have been made on improving processes and controls with respect to finances, GDPR and the database (Raiser's Edge). However, the database remains a source of concern for the Panel. A&D is greatly hindered in its efforts to develop strategic interactions with alumni and prospective donors without an accurate and substantial database and dedicated staff to oversee and manage the database. To date, the database has been a stumbling block on the road to a professional A&D unit. The Panel recommend that the current database is used and interrogated to its full capacity, that the database is upgraded as a matter of urgency and that staff are hired with immediate effect to ensure strong oversight and direction for this area.

Communications

The Communications unit creates and implements digital communications, Alumni Spotlight profiles and e-newsletters, including the website, paid advertising, social media and the alumni platform. The team provides content for key University publications such as *Independent Thinking* and supports the unit in developing and implementing various marketing campaigns. The Panel heard of the clear strategy and depth of ambition within the Communications team. The current website, the main source of communication, does not realise this ambition, it is outdated and not fit for purpose. The Panel recommend that the website and social media activity with high quality materials are used as tools to support an increased face-to-face activity, improving both internal and external communication.

The Panel heard of plans to develop a front-end office on campus, this type of reception centre can be very successful, and the Panel is in agreement that this is a welcome development for A&D.

Professional Staff Development

The Panel is cognisant of the path undertaken by all Irish universities in regard to philanthropy, a journey from cottage industry to the professional sphere. A&D have made great progress on that journey over the last two years, a journey which the Panel acknowledges is beset with legacy issues and remnants of a previous working culture.

In order to ensure the continuation of this professional journey, the Panel recommend commitment to the ongoing professional development of the office. The performance management system which is already established should be implemented in a meaningful way, in particular KPIs should be established for both Alumni staff and Development staff. A yearly plan for each staff member that is tied to the strategic objectives of the team would enhance the work of A&D with KPIs reviewed at regular individual meetings between line managers and staff members.

The Panel recognise that many of the team have been working in a professional capacity without formal training and recommend that training programmes for staff should be put in place, focused on professional development in the areas of both Alumni and Development.

It is imperative that the team in A&D work in a professional atmosphere and are enabled and encouraged to cultivate ownership and ambition in regard to their work. The threshold for major gifts (any gift €25,000 plus) is reasonably low in the view of the Panel, and there is no reference in the SER to transformative gifts or cultivating senior volunteers to connect into significant networks. The reforms introduced to date have been correct although the time for bedding-in has been short; the test for the team will come in the response to meeting income targets and developing the alumni relationship. External and internal factors will be key to developing the A&D team: externally the depth of the culture of philanthropy is weak and it is the responsibility of A&D to work to improve that understanding and internally, to improve on the depth of ambition and ownership within the team.

Strategic Planning

The Panel is clear in its view that Alumni and Development's alignment with the University Strategic Plan is crucial to the success of the unit; strategic planning within A&D should be seamlessly integrated with the Strategic Plan of the University. There needs to be a clear synergy between the strategic plan and the philanthropic case for support.

The University strategy of raising 100m through philanthropy is perhaps overly ambitious given the recent structural changes within the A&D team. The University needs to provide clarity and direction on its 'ask' to A&D. For example, the Strategic Plan states that 30 academic positions are to be funded from philanthropic sources. This needs to be translated into specifics. A&D in turn needs to consider the ask of the University and break it down into realistic ambitions for each fundraiser.

There is a current lack of rigour in A&Ds interaction with the University Strategic Plan. Development offices work best when aligned with clear goals and the Panel was not convinced that the strategic goals of A&D have been aligned with the University Strategic Plan. The Panel commend the work realised in the past two years and acknowledge the progress in the trajectory of A&D, however, there remains a body of work to do to develop a unit fit for purpose in a modern university. A&D

needs to take a lead in helping the University to work alongside them and create the cultural space to be successful.

University Support

The Panel strongly recommend a continued commitment to the establishment, integration and professionalisation of Alumni & Development; the investment in A&D and the momentum built up over the past two years should be maintained. The President is to be commended for his championing of A&D and the Panel were of the opinion that, as is true of all successful universities in this sphere, the future success of A&D requires that this close alignment continue. To this end, A&D should continue to report directly to the President. The Panel recommend that unfilled posts, particularly the Executive Director and posts at Director level, are filled immediately as they are of immediate critical and strategic importance. The Panel recommend that the Executive Director post should be positioned at Vice-President level and with 'Vice-President' in the title to facilitate both the international search for an external professional development leader of sufficient calibre and the strategic positioning of the role within UCC.

The Panel found a disconnect between Alumni & Development and its interactions with the University. There has been strong momentum in the last two years, but the new culture hasn't been fully embedded at senior level in UCC. In order to ensure the success of A&D there needs to be greater interaction and closer alignment at senior level.

It was clear to the Panel that there is a general lack of appreciation of the philanthropic cycle amongst members of the university community. In the current climate of low exchequer funding, and with the understanding that exchequer funding will never again match the requirements of the University, it is imperative that non-exchequer funding is prioritised. Philanthropy is a key component of non-exchequer funding and the investment in A&D should be maintained and continued to ensure that the gains are realised. The clear message to communicate internally and externally is that investment in a professional Alumni and Development unit is a long-term investment in the financial security of the university.

Philanthropy is a community effort; the University should focus on building a community of those willing to give, whether that be through mentoring, sports training, employment or through financial 'gives'. The development of a community of alumni and others will reap long-term, tangible benefits for the University.

Philanthropy needs to be sensitively managed and, similar to any major university function, there should be one point of contact for donors. It is important to celebrate the connections that staff have in the community but a central approach is required to ensure that donor experiences are consistent and funding priorities aligned. The Panel recommend that Alumni & Development should be the exclusive point of contact for donors and this should be a deliberate strategic change on the part of the University; Alumni & Development staff, working with and informed by the academic body, should be the one source for originating and managing donor strategies.

Communication across the University

Alumni & Development should aspire to improve their communication, engagement and impact across the University. The UCC staff questionnaire elicited a very low response and that, combined with the comments received during the review, indicated to the Panel, the lack of understanding among the university community as to the role and function of A&D.

The Panel observed, with few exceptions, a general lack of understanding of philanthropy or the importance of alumni to the future of the University among its key stakeholder, the university community. It is imperative to the future success of A&D in providing essential funding to the university, that this lack of understanding within the university community is addressed.

A key focus of A&D should be on educating the university community and building their brand identity within the University.

Internal Collaborative Partnerships

There is enormous potential and benefit for A&D in developing their engagement across UCC. The Careers Office, for example, have a peer support programme - 300 peer support student leaders undertake training and mentor first years every year. There are now approximately 2,000 past peer mentors, all very committed and invested in UCC with strong leadership qualities and a potential valuable resource for A&D.

Clubs and Societies have particularly dedicated and nostalgic alumni. Clubs report strong alumni donations and a large number of alumni volunteers; Societies regularly manage to engage important alumni as speakers on campus. There is enormous scope for interaction and engagement and A&D need to convince Clubs and Societies of their value and the value to Clubs and Societies of working with A&D.

It is imperative that A&D develop working relationships with individual academic staff members and ensure swift follow-up to ideas and innovations. A&D need to be cognisant of their interactions with university staff, in particular in ensuring that initial contact is followed up in a timely fashion and that a budding relationship does not wither for want of judicious communication. Irrespective of time restraints, this relationship building will be key to getting buy-in from university staff and building a culture of support for A&D. A&D should aspire to work in a stewardship capacity, cultivating internal relationships and building confidence in A&D.

Part 3: Commendations and Recommendations

Commendations

The Panel found clear evidence of a professional trajectory in A&D; rigour and professionalism have begun to be embedded in the unit over the past two years. A&D is to be commended for embracing new legislation such as GDPR and UCC requirements such as risk management in an efficient and timely manner.

Morale in the office also appears to be on an upward trajectory and a sense of cohesion has been brought to bear on the work taking place on both sides of the house. The Panel commended the staff commitment through very challenging times.

Recommendations to the President

- The Panel strongly recommend a continued commitment to the establishment, integration and professionalisation of Alumni & Development; the investment in A&D and the momentum built up over the past two years should be maintained:
 - The Panel recommend that unfilled posts, particularly the Executive Director and posts at Director level, are filled immediately as they are of immediate critical and strategic importance;
 - The Panel recommend that the Executive Director post should be positioned at Vice-President level and with 'Vice-President' in the title to facilitate both the international search for an external professional development leader of sufficient calibre and the strategic positioning of the role within UCC;
 - The Panel recommend that the Vice President should continue to report directly to the President.
- The Panel recommend that Alumni & Development should be the exclusive point of contact for donors; Alumni & Development should be the exclusive source for originating and managing the donor strategy.

Recommendations to Alumni & Development

Strategic

- The Panel recommend developing a multi-year project commitment for fundraising priorities consistent with the UCC Strategic Plan:
 - Within this project commitment A&D should develop short, medium and long-term horizons to enable short and medium-term wins.

Professional Staff Development

- The Panel recommend commitment to the ongoing professional development of the office by implementing the performance management system already established in a meaningful way:
 - Introduce measurements of performance such as KPIs;
 - Hold regular meetings with line managers and staff where KPIs are reviewed;

- Establish a yearly plan for each staff member that is tied to the strategic objectives of the team.
- The Panel recommend that training programmes for staff should be put in place focused on professional development in the areas of both Alumni and Development.

Alumni Relations

- The Panel recommend that the Alumni Strategy be revised so that it:
 - Clarifies the alumni proposition;
 - Articulates the benefits for alumni of being engaged and involved;
 - Specifies the opportunities for alumni to give back;
 - Introduces and clarifies alumni engagement metrics;
 - Considers the transition point from student to alum - a strategy dedicated to the first five years should be developed to ensure a smooth transition from student to alum;
 - Builds strategies and workflows to move alumni engagements along a clear trajectory - consider the alumni journey from the perspective of alumni and how that impacts on all activities including events, communication, benefits and services;
 - Reinforces key relationships with internal stakeholders, e.g. faculty, career services, admissions, student experiences;
 - Reinforce synergies between alumni relations and development.

Development

- The Panel recommend the development of entrepreneurial and proactive behaviour within the team:
 - It should be the personal responsibility of each fundraiser to proactively source and engage with new prospects and to source and engage with faculty within UCC;
 - The team should foster and cultivate creative thinking in regard to fundraising endeavours;
 - The team should develop a model of professional support that anticipates the needs of senior faculty: each team member should plan ahead for meetings with faculty, prepare briefings and have a clear strategy in regard to desired outcomes.

Advancement Services

- The Panel recommend that the current database is used and interrogated to its full capacity, that the database is upgraded as a matter of urgency and that staff are hired with immediate effect to ensure strong oversight and direction for this area.

Communications

- The Panel recommend that the website and social media activity with high quality materials are used as tools to support an increased face-to-face activity, improving both internal and external communication.

Appendix A – Panel Profiles

Ms Mary Apied	Educated in the University of Dublin Trinity College and in the University of Paris, Mary Apied worked in education and fundraising throughout her career, both in France and in Ireland. Until her retirement in 2015, she was the founding Director and President of Trinity Foundation, the fundraising and alumni relations arm of Trinity College. She is currently a member of the Board of the Irish Museum of Modern Art (IMMA), the Irish Landmark Trust, Druid Theatre, Dance Theatre of Ireland and is on the Development Committees of the Lir Academy for Dramatic Art and Kylemore Abbey. Ms Apied has over thirty years of experience of fundraising and strategic change in universities and non-profit organisations.
Dr Louise Crowley	Dr Louise Crowley is a Senior Lecturer in Family Law at the School of Law, UCC and is the author of the leading Irish family law text - Family Law. Her research focusses on Irish domestic violence laws and services, the regulation of family formations and separately, the impact of the divorce regulatory framework in Ireland. Dr Crowley is the Director of the Bystander Intervention programme at UCC, a blended learning initiative that seeks to educate and empower students to recognise their capacity as pro-social bystanders to end sexual harassment and violence in Irish HEIs.
Ms Christine Fairchild	Ms Christine Fairchild has been Oxford University's Director of Alumni Relations since March 2011. At Oxford the Office of Alumni Relations supports links between alumni of the collegiate University through a dynamic offering of events, resources and engagement vehicles. The University has more than 300,000 known alumni, including over 44,000 in 188 countries outside the UK. Prior to coming to Oxford, Ms Fairchild worked in various capacities at the Harvard Business School; namely, Director of Alumni Relations and, ultimately, Executive Director of External Relations where she oversaw a staff of 80 including development, alumni relations, alumni communications and all related development services. Before arriving at HBS, she worked at the Harvard Art Museums for ten years in the areas of membership, development, special events and public education. She was educated at Connecticut College in the US where she graduated with a BA in Asian Studies. She has volunteered for Hospice of Cambridge, Mount Auburn Hospital, Reading for the Blind and Dyslexic, Learning by Design, Concord Academy and Connecticut College.

	Ms Fairchild currently serves on the boards of Oxford Limited, Malvern College and the CERN Alumni Advisory Board. She is a Hugh Price Fellow at Jesus College and a Senior Associate of Somerville College.
Mr Matt Ferguson	Mr Matt Ferguson is Director of Development at the University of Warwick, where he is leading a significant increase in the team's big gift fundraising. Prior to Warwick, he was at King's College London for 10 years, most recently as Chief Development Officer. Mr Ferguson has a track record as one of the UK's most successful principal gifts fundraisers, with particular experience in Asia: during his time at KCL, he individually raised £45 million, including the £20 million gift from Hong Kong-based philanthropist Dickson Poon to create the eponymous School of Law at King's; £7 million to create the Yeoh Tiong Lay Centre for Politics, Philosophy and Law; and £6 million to create the Lau China Institute. He led the development of the University's Principal Gift Strategy and provided strategic advice to the World questions King's answers campaign board, chaired by the Rt. Hon Sir John Major. He began his career working for the Canadian National Institute for the Blind and as a Development Officer for the Faculty of Engineering at the University of Alberta, Canada. He has been a Trustee of the Birmingham Children's Hospital Charity since 2016, is a Fellow of King's College London and a Fellow of the Royal Society of the Arts and an Associate Fellow of the Royal United Services Institute (RUSI).
Mr Aaron Frahill	Mr Aaron Frahill is currently a MSc Finance (Banking and Risk Management) student from Cobh, who has just concluded his service as the UCC Students' Union Vice-President for Education (Academic Year 2018/19). He obtained a Bachelor Degree in Economics and Mathematical Studies from UCC in 2018. Mr Frahill previously served as a Student Reviewer during the final year of his undergraduate degree, deepening his understanding of the processes governing departments/schools/professional services' activities in the University. This experience was further enriched by the above-mentioned role within the Students' Union. As such, he was a member of the Quality Enhancement Committee, responsible for the approval of the Quality Enhancement Reports. This experience was vital for his awareness of quality assurance and enhancement issues and processes concerning academic units and professional services.
Professor Thomas Lawton	Dr Thomas C. Lawton is Professor of Strategy and International Business and Director of the Global Competitiveness Institute at Cork University Business School, University College Cork. He holds Visiting Professor appointments at the Tuck School of Business at Dartmouth College in the USA and Surrey Business School, University of Surrey in

	the U.K. and is an Associate at the Møller Institute, University of Cambridge. On graduating from UCC in 1990, Professor Lawton spent almost 30 years abroad. He has held faculty positions and leadership roles at leading universities in France, the U.K. and the U.S.A. and he has advised and been an executive educator for business managers and leaders at global corporations, privately held companies, and SMEs. Professor Lawton is an internationally recognised authority on business model innovation, corporate political activity, and the impact of geopolitics on foreign market entry strategy. He is a prominent commentator on the advancement of research, management practice, and public policy around business-government relations and the external stakeholder engagement of multinational enterprises. He has published eight books, including <i>Breakout Strategy</i> (McGraw-Hill) and <i>Aligning for Advantage</i> (Oxford University Press), and over fifty articles in leading journals such as <i>Academy of Management Perspectives</i>, <i>Global Strategy Journal</i>, <i>Journal of World Business</i>, and <i>Strategic Organization</i>. He is Associate Editor of the oldest strategy journal, <i>Long Range Planning</i>, and the <i>Strategy Matters Series Editor</i> for Routledge (Taylor & Francis Group). His work has featured in media outlets including BBC, Business Channel, Channel 4, European CEO, Fast Company, RTE Brainstorm, Sky News, <i>Strategy + Business</i>, <i>The Conversation</i>, and <i>U.S. News & World Report</i>. Thomas Lawton has a PhD in Political Science from the European University Institute, an MSc (Econ) from the London School of Economics and a BA (Hons) from University College Cork. He is a Fellow of the Chartered Management Institute and Fellow of the Royal Society for the Arts, Manufactures and Commerce.
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Appendix B – Site Visit Timetable

Tuesday 8 October 2019	
12.00 – 13.00	Convening of the Panel Briefing by Director of Quality Enhancement and Panel Secretariat, followed by lunch.
13.00 – 14.00	Private meeting of the Panel <i>Panel agree issues to be explored in meetings with Director of Unit and Stakeholders.</i>
14.00 – 14.50	Management Team Meeting Director of Communications Director, Alumni Relations & Annual Giving <i>Discussion regarding developments to date & strategic priorities.</i>
14.50 – 15.20	Tea/coffee <i>Panel agree tasks and prepare for meetings with staff and stakeholders</i>
15.20 – 15.50	Meeting with Deputy President & Registrar <i>Discussion of University Academic Strategy</i>
15.50 – 16.00	Panel moves to Bearra Room, Aras Mac Leinn
16.00 – 16.55	Meeting with Alumni and Development Staff <i>Discuss issues such as strategy, communications, staffing.</i>
16.55 – 17.00	Panel moves to Staff Common Room
17.00 – 18.00	Meeting with Alumni/External Stakeholders Community Fundraiser Global HSE Consultant, Eli Lilly Springboard PR 2 x Christmas Homecoming Attendees 2 x Reunion Organisers
19.00	Informal dinner for the Panel and members of staff from Alumni and Development

Wednesday 9 October 2019	
08.45 – 09.00	Convening of the Panel
09.00 – 09.30	Cork University Foundation Board CEO, Mount Anvil Limited (<i>via conference call</i>)
09.30 – 10.30	Private meeting of the Panel
10.30 – 11.00	Meeting with representatives from Students' Union, Societies and Clubs Welfare Officer, UCC Students' Union President, UCC Students' Union Deputy President, UCC Students' Union President, UCC Societies President, UCC Clubs Secretary and Alumni, UCC Societies
11.00 – 11.30	Cork University Foundation Board CUF Chairman & Chief Executive, Ion Equity (<i>via call</i>) Tea/coffee
11.30 – 12.15	Meeting with President, UCC <i>Panel discuss Unit's strategy and priorities. The links between Unit's and University financial resource allocations process, staffing resources and infrastructure.</i>
12.15 – 13.00	Meeting with Donors Representative from FDC Cork Individual donor Representative from Qualcomm
13.00 – 14.00	Lunch
14.00 – 14.45	Meeting with internal stakeholders Head of the Enterprise Applications Team, IT Services Head of Access and Participation, UCC Plus+ Representative from IGNITE, Office of Technology Transfer Head, Career Services Dean, School of Law
14.45 – 15.30	Meeting with Bursar, UCC
15.30 – 16.00	Tea/coffee Donor calls, one on one with Chair of Panel. Call to anonymous donor followed by call to Project Manager, Irish Shelf Petroleum Studies Group (ISPSG)
16.00 – 16.45	Meeting with Senior Officers Corporate Secretary, Office of Corporate and Legal Affairs

	Head, College of Business and Law Director, Student Experience Vice-President for Research and Innovation Vice-President for Learning and Teaching Head, College of Medicine & Health Head, College of Art, Celtic Studies and Social Sciences
16.45 -17.30	Meeting with members of the Alumni Board NUI Senate member UCC Indian Association Founder and Chief Executive, AM O’Sullivan PR UCC Plus+ Lecturer, UCC
17.30 – 18.00	Meeting with Executive Director
18.30	Working private dinner for the Panel - commence drafting the Report

Thursday 10 October 2019	
08.45 – 09.00	Convening of the Panel
09.00 – 10.00	Management Team Meeting Director of Communications Director, Alumni Relations & Annual Giving <i>Clarification and discussions of main findings by Panel</i>
10.00 – 11.55	Private meeting of the Panel (tea/coffee)
11.55 – 12.00	Panel moves to Bearra Room, Aras Mac Leinn
12.00 – 12.30	Closing Presentation <i>Closing presentation to all staff, to be made by the Chair or other member(s) of Panel as agreed, summarising the principal findings of the Panel. This presentation is <u>not</u> for discussion at this time.</i>
12.30 – 14.00	Private meeting of the Panel – drafting Report (lunch)