



UNIVERSITY *of* LIMERICK
O L L S C O I L L U I M N I G H

Strategic Dialogue Cycle 2

HEI Self Evaluation Report

(Year 1: Interim targets to year end 2014)

June 22, 2015

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HEI Self Evaluation Report

Each higher education institution is required to complete a self-evaluation report setting out a review of institutional performance against the first set of interim targets, as at year end 2014.

The template should largely be populated as per the published compact.

The self-evaluation should include a commentary on progress and description/ explanation of any departures from the expected/agreed performance as set out in the mission-based performance compact 2014 – 2016 with particular reference to (a) institutional objectives and performance indicators, (b) interim targets set as at end 2014 and having regard to (c) March 2015 data returns to the HEA.

The self-evaluation should, where possible, benchmark your institution's performance, either at institutional level or according to a particular objective, with that of chosen national and/ or international comparators. Institutions should also set out the data source against which progress has been reported.

In addition, progress to date on compact targets should be identified in the last column of the template using a colour code as follows:

	Target achieved or exceeded
	Substantial progress made, targets not met in full and reasons identified
	Target not met for identified reasons

1 Regional clusters

1.	Institution objective	Establish a centre of excellence in teaching and teacher education (UL Strategic Plan Goal 1, Action No. 9)
	Performance indicator	Full adoption of the recommendations outlined in the report of the <i>International Review Panel on the Structure of Initial Teacher Education Provision in Ireland</i> (page 30) in relation to the establishment of an institute of teacher education
	Baseline	Report of the <i>International Review Panel on the Structure of Initial Teacher Education Provision in Ireland</i> Framework Document regarding establishment of National Institute for Education Studies (NISE) submitted to HEA November 2013
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Action plan/Framework Document re governance agreed with HEA (April 2014) 2. Appoint one Chair in Education and one Chair in STEM Education at UL 3. Educational leadership/continuing professional development (CPD) programme development 4. Joint Structured PhD model development (research expertise mapping and design stage) 5. "Tús" (Teacher/University/Student) school placement interface developed
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: All 2014 targets achieved and reported under NISE framework document (HEA April 2014) and submission under Mergers and Collaborations (Oct 2014). Application for support funding produced under same (50k awarded). NISE name reflects widening focus of centre of excellence to include Teacher Education within the Institute's focus on educational research. Initial internal mapping re CPD and joint PhD undertaken. CPD needs analysis document completed June 2014. Quarterly NISE Board meetings held. Prof Pamela Munn, Univ Edinburgh, UL external nominee. Director NISE TOR and job spec produced. Recruitment planned late 2015.</p> <p>2 x Chairs in place (STEM, 1st April; ITE, 1st June), TUS tender awarded under SIDF (150k) project underway (completion Sept 2015)</p>
	Interim target, end 2015	<ol style="list-style-type: none"> 1. Governance structures operational 2. CPD and Structured PhD programme development 3. Tús shared service/student teaching placement management system fully operational
	Final target, end 2016	<ol style="list-style-type: none"> 1. National institute for teacher education fully operational at UL, MIC and LIT with engagement from NUI Galway and UCC 2. Single Structured PhD programme available for AY 2016/17 intake 3. Joint blended CPD programme fully designed and available for AY 2016/17 intake
Summary	Target achieved or exceeded	

2.	Institution objective	Broaden access to and offer greater flexibility in the delivery of programmes (<i>UL Strategic Plan Goal 1, Objective 6</i>) & Extend the collaborations within the Shannon Consortium (<i>UL Strategic Plan Goal 4, Action No. 4</i>)
	Performance indicator	Joint academic planning between UL and MIC in relation to co-delivered arts provision
	Baseline	Shared modules in geography delivered cross-institutionally
	Interim target, end 2014	Arts programme mapping exercise and accompanying report/recommendations around co-delivered modules and joint programme
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Joint planning group established. Programme mapping completed, structure agreed with provisional subject bandings and pathways outlined. Geography and geometry modules now offered by MIC at UL on PE and Arts programmes Challenges: Scheduling/logistics – i.e. staff and student mobility technology to stream lectures across campuses; & maintenance of financial/headcount positions at MIC. CAO cut-off for 16/17 intake March 2015. This deadline has passed, so first intake now planned Sept 17
	Interim target, end 2015	≥ 10 shared/co-delivered arts modules available from AY 2015/16 onwards
	Final target, end 2016	Common entry/joint arts offering from UL and MIC
Summary	Substantial progress made, targets not met in full and reasons identified	

3.	Institution objective	Engage in strong collaboration and knowledge exchange with strategic partners (<i>UL Strategic Plan Goal 2, Action No. 4</i>) & Extend the collaborations within the Shannon Consortium (<i>UL Strategic Plan Goal 4, Action No. 4</i>)
	Performance indicator	Establishment of Limerick Graduate School involving UL, LIT and MIC
	Baseline	Regional Graduate Training Network (SIF-funded)
	Interim target, end 2014	Align postgraduate research policies, procedures and regulations in UL, LIT and MIC Pilot accreditation of LIT research awards by UL
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: FLGS Concept Paper produced by Working Group and approved by SC Implementation Board (Nov 2014). Paper outlined 3 specific strands of implementation: <ol style="list-style-type: none"> 1. Governance of FLGS 2. Operation of FLGS 3. Vision for a FLGS for 2016 and Beyond End 2015 target achieved – i.e. accreditation UL of LIT research fully operational (2 students). Final UL-LIT MOU approved by Academic Council. Overarching MOU for cluster to be prepared in late 2015
	Interim target, end 2015	Further piloting of accreditation by UL of LIT research awards
	Final target, end 2016	Limerick Graduate School established
Summary		Target achieved or exceeded

4.	Institution objective	Broaden access to and offer greater flexibility in the delivery of programmes (<i>UL Strategic Plan Goal 1, Objective 6</i>)
	Performance indicator	Joint academic planning between UL and NUI Galway in relation to co-delivered taught undergraduate (UG) and postgraduate (PG) programmes
	Baseline	Two joint MSc programmes currently offered Eight <i>Link to Learn</i> modules shared across both campuses
	Interim target, end 2014	≥ 12 <i>Link to Learn</i> joint modules at UG level Taught PG programme mapping exercise and accompanying report/recommendations around co-delivered modules and joint programme
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: 3 x taught PG programmes (Maths for teachers, Environmental Mgt & Financial Information systems)</p> <p>Incorporation of CPD (former Atlantic Alliance) under UL NUIG Alliance (3 + programmes)</p> <p>Support service benchmarking underway 2015 (IT, HR and Marketing)</p> <p>Joint structured PhD (x2)</p> <p>Research collaboration on funded projects (e.g. SFI Centres (CÚRAM, Lero) 2014</p> <p>Challenge: Whilst end 2016 targets have already been exceeded, regional cluster activity is now taking prominence and beginning to impact NUIG/UL active engagement.</p>
	Interim target, end 2015	≥ 15 shared/co-delivered modules available from AY 2015/16 onwards Four joint postgraduate programmes offered Alignment of CPD offerings and transition to joint awards for five CPD programmes
	Final target, end 2016	Four joint PG programmes in total offered through NUIG/UL Alliance
Summary		Target achieved or exceeded

5.	Institution objective	Extend the collaborations within the Shannon Consortium (<i>UL Strategic Plan Goal 4, Action No. 4</i>) & Build on SIF investments to sustain vital learning resources, learner support services and access and lifelong learning programmes (<i>UL Strategic Plan Goal 1, Action No. 6</i>)
	Performance indicator	A fully functioning regional network for formal and informal academic teacher training and student T&L supports
	Baseline	Shannon Consortium SIF T&L projects, including regional T&L awards
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Jointly planned and delivered T&L CPD non-accredited programme – “<i>Conversations in the Consortium</i>” – for academic staff 2. A regional learner support network covering joint planning re. academic writing, science and maths, ICT and peer learning student supports 3. Regional T&L awards
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: All 2014 objectives achieved.</p> <p>Conversations in the Consortium running</p> <p>Learner support network fully operational</p> <p>Regional award activity aligned with National Forum for Enhancement of T&L national awards - multiple T&L national awardees.</p> <p>T&L seminar series & small research grants secured by Consortium partners. However, no significant funding obtained by cluster under NF T&L Enhancement Fund to build digital capacity, which has been identified as a regional priority, particularly with respect to shared provision.</p>
	Interim target, end 2015	<ol style="list-style-type: none"> 1. A single CPD accredited programme for academics to develop competence in teaching, learning and scholarship 2. Regional learner supports network in place 3. Regional T&L awards
	Final target, end 2016	All of the above fully operational
Summary		Target achieved or exceeded

6.	Institution objective	Extend the collaborations within the Shannon Consortium (<i>UL Strategic Plan Goal 4, Action No. 4</i>)
	Performance indicator	Regional pre-entry supports aligned
	Baseline	Shannon Consortium Downtown Centre
	Interim target, end 2014	<ol style="list-style-type: none"> Pre-entry programme mapping across the consortium and in association with providers of further education (FE) in Limerick (<i>aligned to New National Access Plan</i>) <p>Transition activities (Nos. 2 & 3 are SIDF proposals awarded under SIDF Jan 2014)</p> <ol style="list-style-type: none"> <i>First Leanings</i> (pending SIDF proposal) Transition Year programme developed to include Toolkit for transition year co-ordinators; delivery of pilot to 500+ students; and production of accompanying National Parents Guide to HE Threshold Concepts Transition programme (pending SIDF proposal) Yr. 1 rollout: 10+ non-HE partners from 2nd level and FE sectors and 250+ students engaged (LIT-led)
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: Pre-entry mapping completed. Submitted with HEA Cluster report Feb 2015 (outcome pending July 2015)</p> <p>Development of <i>First Leanings</i> career decision-making toolkit for Transition Year students complete. Currently with designers and scheduled for launch and roll-out in December 2015. <i>Aiming Higher</i>, guide for parents of prospective higher education students published. Launched in May 2015. Over 2000 downloads of the PDF to date and dissemination of hard copy to 800+ secondary schools scheduled for September 2015.</p> <p>Threshold Concepts - project led and reported by LIT</p>
Interim target, end 2015	<ol style="list-style-type: none"> A common entry scheme targeted at Limerick city and county HE and FE providers and joint recognition of progression from regional and national higher education access entry programmes (<i>subject to a published national access plan recommending same</i>) <p>Transition activities</p> <ol style="list-style-type: none"> <i>First Leanings</i> mainstreamed Threshold Concepts Transition programme Yr. 2 rollout (subject to funding) 	
Final target, end 2016	<ol style="list-style-type: none"> Scheme established for the mutual recognition of progression from access entry programmes on a regional and national basis Transition activities mainstreamed 	
Summary		Target achieved or exceeded

7.	Institution objective	Continually enhance the skills base of the workforce (<i>UL Strategic Plan Goal 1, Objective 4</i>) & Extend the collaborations within the Shannon Consortium (<i>UL Strategic Plan Goal 4, Action No. 4</i>)
	Performance indicator	Annual Springboard & ICT submissions
	Baseline	Regional planning and marketing re Springboard/ICT upskilling and other labour market activation measures
	Interim target, end 2014	Regionally planned Springboard / ICT upskilling, etc. (subject to calls for proposals)
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Successful proposals in 2014 <i>ICT Skills (3 courses) – 61 places</i> <i>Springboard (5 courses) 93 places</i> <i>ICT additional UG level 8 (8 courses) – 39 places</i> General Motors programme running under ICT Skills highly successful and noteworthy Accreditation of Initial Training programme Garda College.
	Interim target, end 2015	Regionally planned Springboard / ICT upskilling, etc. (subject to calls for proposals)
	Final target, end 2016	Regionally planned Springboard / ICT upskilling, etc. (subject to calls for proposals)
Summary		Target achieved or exceeded

8.	Institution objective	<p>Engage in strong collaboration and knowledge exchange with strategic partners (UL Strategic Plan Goal 2, Objective 4)</p> <p>&</p> <p>Contribute to social and economic development through the rapid translation of research (UL Strategic Plan Goal 2, Objective 6)</p>
	Performance indicator	Shared technology transfer (TT) support services
	Baseline	<p>Submission of Enterprise Ireland’s Technology Transfer Strengthening Initiative Cycle 2 (TTSI 2) proposal for delivery of TT services from UL to IT Tralee (ITT) and Limerick IT (LIT)</p> <p>Single technology transfer web portal for NUIG/UL alliance</p>
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Completion of Enterprise Ireland’s TTSI 2 consortium agreement for delivery of technology transfer services from UL to ITT and LIT and delivery of on-site commercialisation training for researchers at ITT and LIT 2. Launch of New Frontiers programme in association with partners 3. Single face to enterprise in areas of research and technology transfer (NUIG/UL alliance)
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: 2014 Enterprise Ireland review of TTSI2 review (covering targets 1&2) complete. Review scoring was carried out on an A/B/C basis with an ‘A’ being the highest score. UL-led consortia scored an A.</p> <p>Challenge: Target 3 complete (tech transfer portal available under Alliance website) but unlikely to progress further given non-alignment with TTSI 2 clusters assigned by Enterprise Ireland.</p>
	Interim target, end 2015	<p>Shared Services Action</p> <ol style="list-style-type: none"> 1. Regional technology transfer shared service in association with ITT and LIT (TTSI 2) 2. Regional delivery of training programme for entrepreneurs (New Frontiers) 3. Single face to enterprise in areas of research and technology transfer (NUIG/UL alliance)
	Final target, end 2016	Shared services action (as above)
Summary		Target achieved or exceeded

2 Participation, equal access and lifelong learning

1.	Institution objective	Increase the diversity of the student population <i>(UL Strategic Plan Goal 1, Objective 4)</i>
	Performance indicator	Percentage of full-time non-standard entrants to undergraduate programmes <i>(This measure will count the percentage of mature students, students with disabilities and students from socio-economically disadvantaged backgrounds on full-time undergraduate programmes and will include all entrants to the University's UG programmes outside the traditional Leaving Certificate and deferred Leaving Certificate cohorts. The main non-standard entry routes refer to transfer and progression from further education and mature student entry. Entrants under the HEAR and DARE schemes for supplementary admissions will also be counted in this indicator, as will those entering through RPL. *)</i>
	Baseline	22% for AY 2012/2013
	Interim target, end 2014	26% (AY 13/14)
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: combined figure for 14/15 at 27% with an additional Springboard intake of 143 students taking UL above target.</p> <p>Challenges remain vis Mature targets (currently at 8% with 2016 target of 12%) - significant displacement of cohort through Springboard and other labour market initiatives. Socio-economic numbers on target with current Strategic Plan. Disability numbers are well in excess of target and exceed mature intake in 2014/15 at 9%.</p> <p>Revised DARE entry with prioritization (reduced points) for applicants with a physical or sensory. 2016 entry Detailed submission also provided from UL to HEA as part of <i>National Access Plan</i> consultation (October 2014).</p>
	Interim target, end 2015	28% (AY 14/15)
	Final target, end 2016	N/A (subject to targets set in the University's strategic plan 2015–20)
Summary		Target achieved or exceeded

**To include Springboard/LMA/ICT up-skilling cohorts from AY 2013/14 onwards*

2.	Institution objective	Increase the diversity of the student population <i>(UL Strategic Plan Goal 1, Objective 4)</i>
	Performance indicator	Establish a centre of excellence in the use of assistive technology (AT) in education in the University
	Baseline	South West Regional Access Alliance (SWRAA): UL, LIT, MIC, ITT, UCC, Cork IT, Athlone IT, NUI Galway and Galway-Mayo IT – mapping report on AT provision across the HE sector produced in 2012/13
	Interim target, end 2014	Business plan produced for the establishment of the Centre of Excellence in the Use of Assistive Technology in Education
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Business Plan produced and presented to HEA Access office (C Ryan) and DES. Significant set-up costs circa €200k outlined therein. Challenge: Establishment of Centre subject to further dialogue with HEA and external resourcing.
	Interim target, end 2015	Presentation to HEA for approval and adoption
	Final target, end 2016	N/A
Summary		Target achieved or exceeded

3.	Institution objective	Establish a CPD centre at UL (<i>UL Management Council Strategic Planning Task Force Report</i>)
	Performance indicator	<p>One-stop-shop CPD unit with three basic functions: (i) <i>Strategic</i> – set the direction for CPD at UL; (ii) <i>Operational</i> – manage the development and delivery of CPD; and (iii) <i>Research</i> – develop an international reputation in professional, part-time, flexible and e-learning methodologies</p> <p>Programmes developed and adopted for multi-modal delivery (full-time, part-time, distance, flexible, blended and CPD modes)</p> <p>National and international market awareness of the new brand</p>
	Baseline	<p><i>Ad hoc</i>, distributed CPD activity at UL</p> <p>Limited market awareness of UL’s flexible learning and CPD offerings</p>
	Interim target, end 2014	<p>Director of CPD appointed (Jan 2014)</p> <p>CPD business plan developed and adopted (2014)</p> <p>CPD centre staffed and co-located</p> <p>Brand, image and logo developed and recognised regionally</p>
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: All 2014 and 2015 targets reached. Formal launch of CPE Unit by Minister Jan O Sullivan June 2015</p> <p>Challenges: Additional investment/funding required to build digital capacity amongst academic staff (infrastructure, training and development costs) to required levels in future years.</p> <p>Unsuccessful proposal for same through National Forum Enhancement Fund in 2014</p>
	Interim target, end 2015	<p>Office suite dedicated to CPD and accessible to flexible learners</p> <p>National recognition of CPD at UL</p>
	Final target, end 2016	<p>CPD facilities offering a broad range of student services in a format and at a time that is suitable for flexible learners</p> <p>Recruiting flexible learners regionally, nationally and internationally</p>
	Summary	Target achieved or exceeded

4.	Institution objective	Common platform for online delivery to flexible learners (<i>UL Management Council Strategic Planning Task Force Report</i>)
	Performance indicator	Number of learning units available online
	Baseline	Multiple learning management systems (LMSs) used for flexible learners
	Interim target, end 2014	Common entry point for all CPD courses, at least five programmes using common LMS
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Alignment of all CPE offering under single LMS (Moodle) completed Academic Regulation (3.4) approved for offering FT programmes on flexible/part-time basis (Jan 2014)
	Interim target, end 2015	At least eight programmes available on a common LMS and modular programme route established
	Final target, end 2016	50% of flexible learning programmes available through modular route
Summary		Target achieved or exceeded

5.	Institution objective	Standard awards system for CPD at UL (<i>UL Management Council Strategic Planning Task Force Report</i>)
	Performance indicator	Common framework for positioning CPD awards within the National Framework of Qualifications (NFQ)
	Baseline	Lack of clarity on awards and progression criteria
	Interim target, end 2014	Common framework for developing and accrediting CPD awards agreed at Executive Council
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Revised framework for all awards was recently approved by Academic Council (May 2015). Accelerated programme approval process for CPD-type activities established and in place (2014).
	Interim target, end 2015	50% of CPD courses compliant with common framework
	Final target, end 2016	90% of CPD courses compliant with common framework
Summary		Target achieved or exceeded

6.	Institution objective	Broaden access to and offer greater flexibility in the delivery of programmes of study that are relevant to the needs of students and society (<i>UL Strategic Plan Goal 1, Objective 6</i>)
	Performance indicator	Percentage of flexible learners (part-time, distance, e-learning) as a proportion of overall student population
	Baseline	14%
	Interim target, end 2014	Maintain baseline of 14% during set-up of CPD centre and consolidation of CPD activity
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: 14/15 actual data (March 14/15 returns) at 16% - well-above 2014 target, bolstered in large part by growth through DES contract for maths teachers and “distance” programmes</p> <p>Challenges: Drop-off likely following completion of DES-funded Maths programme. Additional investment/funding required to building digital capacity amongst academic staff (infrastructure, training and development costs) to required levels in future years.</p>
	Interim target, end 2015	15%
	Final target, end 2016	17%
Summary		Target achieved or exceeded

3 Excellent teaching and learning and quality of the student experience

1.	Institution objective	Provide an outstanding and distinctive experience for every one of our students to enable them to become knowledgeable, skilled and confident graduates (UL Strategic Plan Goal 1)
	Performance indicator	Development and implementation of a UL teaching and learning strategy (2014–18)
	Baseline	Goal 1 UL Strategic Plan UL Management Council Strategic Planning Task Force reports and recommendations
	Interim target, end 2014	Draft a teaching and learning strategy for university-wide implementation
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: <i>Engaged Learning:</i> UL Teaching, Learning & Assessment strategy (2014-18) produced and launched Sept 2014. Three key streams of action (1) Broadening; (2) Excellence and (3) Employability. University-wide implementation underway.
	Interim target, end 2015	Monitor ongoing implementation in line with planned outcomes and actions for Year 1
	Final target, end 2016	Monitor ongoing implementation in line with planned outcomes and actions for Year 2 Conduct interim review
Summary		Target achieved or exceeded

2.	Institutional objective	Continue our commitment to the role of cooperative education as an intrinsic and distinctive part of the student experience <i>(UL Strategic Plan Goal 1, Objective 3)</i>
	See section 5, <i>Enhanced engagement with enterprise and the community and embedded knowledge exchange</i> , for a detailed set of objectives and targets in relation to cooperative education and employability (objective nos. 1 and 2).	

3.	Institution objective	Maintain in the curriculum a balance of breadth and depth that develops our students' independent lifelong learning capacity so that they become versatile and adaptable graduates (UL Strategic Plan Goal 1, Objective 2)
	Performance indicator	<ol style="list-style-type: none"> 1. Implementation of the Broadening the Curriculum programme across UL 2. Sustained study options through the introduction of cross-faculty "broadening" modules (e.g. language, business, science, arts, humanities, education) available as an optional elective in undergraduate degree programmes.
	Baseline	Multidisciplinary broadening modules developed and presented for approval to Academic Programme Review Committee (September 2013)
	Interim target, end 2014	Piloting of seven multidisciplinary broadening modules in selected programmes
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: interim targets re Broadening above incorporated into <i>Engaged Learning</i> . Piloting complete. Roll-out to 15 UG programmes beginning from January 2016 (semester 2 of AY 15/16)
	Interim target, end 2015	<ol style="list-style-type: none"> 1. Full integration of multidisciplinary broadening modules in programme structures in AY 2015/16 2. Pilot a number of cross-faculty broadening modules
	Final target, end 2016	<ol style="list-style-type: none"> 1. Ongoing review and development of multidisciplinary broadening modules. 2. Cross-faculty broadening modules also available as electives in AY 2016/17
Summary		Target achieved or exceeded

4.	Institutional objective	Establish a CPD centre at UL (<i>UL Management Council Strategic Planning Task Force Report</i>)
	See section 2, <i>Participation, equal access and lifelong learning</i> , for a detailed set of objectives and targets in relation to the development of CPD and lifelong learning at UL (objective nos. 4, 5, 6 and 7)	

5.	Institution objective	Foster excellence and innovation in pedagogy with an emphasis on encouraging small-group and self-directed learning experiences (<i>UL Strategic Plan Goal 1, Objective 1</i>) & Continually enhance the skills base of the workforce (<i>UL Strategic Plan Goal 1, Objective 8</i>)
	Performance indicator	Planned activity around the UL graduate attributes
	Baseline	The graduate attributes statement (See Appendix 2)
	Interim target, end 2014	Establishment of a fully functioning graduate attributes hub
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: 2014 objectives met: Graduate attributes Hub opened in May 2014
	Interim target, end 2015	Integrating the UL graduate attributes into teaching and learning in innovative ways (e.g. through the use of technology) through a number of planned and supported activities (e.g. re-engaging teaching staff with the culture of learning outcomes, CPD events, Specialist Diploma in Teaching, Learning and Scholarship, delivering Broadening the Curriculum modules, planning curriculum innovation around existing and new programmes, supporting peer observation and the recording of teaching).
	Final target, end 2016	Ongoing supported activities and events around graduate attributes in the fully established graduate attributes hub.
Summary		Target achieved or exceeded

6.	Institution objective	Provide a specific and coordinated series of supports and experiences for first-year students during their transition to third-level education <i>(UL Strategic Plan Goal 1, Objective 5)</i>
	Performance indicator	First-year retention rate (%)
	Baseline	<ol style="list-style-type: none"> Existing student adviser system Existing structures such as the First Seven Weeks induction programme and the four learner support units (Writing, Maths, Science and ICT) First-year retention rate 91% (HEA profile sheet 2010/11)
	Interim target, end 2014	<ol style="list-style-type: none"> Develop a student advisor working group and adopt recommendations Appoint a dedicated first-year retention officer Enhance faculty-level ownership and engagement through designated roles of responsibility within faculties on the First Seven Weeks programme
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report:</p> <p>Student advisor Working Group established – piloting new structures in Law & Business (Report due June 2015)</p> <p>First year retention officer post advertised (Nov 2014) – appointment made (May 2015) with start due in September 2015.</p> <p>Review of first Seven Weeks to be incorporated into overall CTL review planned for early 2015</p>
	Interim target, end 2015	<ol style="list-style-type: none"> Reconfigure the advisor system to maximise student engagement and support with a focus on active mentoring during the student's first year Create a learner support units strategic planning board to strategically align the support units
	Final target, end 2016	<ol style="list-style-type: none"> Fully revised student advisor system Fully revised learner support unit planning and management Improve/maintain first-year retention from the baseline rate (i.e. ≥91%)
Summary		Target achieved or exceeded

7.	Institution objective	Foster excellence and innovation in pedagogy with an emphasis on encouraging small-group and self-directed learning experiences (UL Strategic Plan Goal 1, Objective 5)
	Performance indicator	1. Numbers of staff at UL with a teaching qualification 2. Annual T&L awards programme
	Baseline	1. UL currently offers the Specialist Diploma in Teaching, Learning and Scholarship (Level 9, 30 ECTS credits) 2. Existing awards framework around small- and large-group teaching using a variety of feedback sources
	Interim target, end 2014	1. Development of a working group and wide consultation with teaching staff informed by and building on the work done by the specialist diploma 2. Review the existing awards system and realign with the emerging awards framework of the National Forum for the Enhancement of Teaching and Learning
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Targets 1 & 2 achieved The UL Specialist Diploma in Teaching, Learning and Assessment has been reviewed during the course of the AY 2014/15. The programme has been redesigned to include a three-tier linked level 9 qualification with certificate, diploma and masters exit points. Formal approval will be sought for this modification in Semester 1 AY 15/16. Note: National Forum work likely to drive target 1 of this objective in the future with UL adopting its recommendations for the sector http://www.teachingandlearning.ie/towards-national-professional-development-framework-teach-higher-education/
	Interim target, end 2015	1. Publish a draft competency framework, align individual teaching staff competences and qualifications with the framework and identify staff in need of further training/development 2. Implement and evaluate the new awards system aligned to the national awards framework of the National Forum for the Enhancement of Teaching and Learning
	Final target, end 2016	1. Engage academics identified as being in need of further development in relevant CPD activities. 2. Full implementation of the new UL teaching awards system
Summary		Target achieved or exceeded

8.	Institution objective	Ensure that the physical and virtual campus continues to contribute to the strategic development of the University (<i>UL Strategic Plan Enabling Theme 2 (Resources), Objective 8</i>)
	Performance indicator	Major capital/physical developments to enhance the quality of teaching, learning and the student experience funded through a combination of exchequer, non-exchequer and philanthropic funding
	Baseline	N/A (new buildings)
	Interim target, end 2014	Building phase
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Library extension approved by HEA in 2014 (€10 million secured). Building commencing 2015; due for completion end 2016 (i.e. end 2016 target complete) Arena extension Sports underway, due for completion in 2016
	Interim target, end 2015	University Sports Arena extension and pitch development (subject to UL students vote on building levy)
	Final target, end 2016	Glucksman Library and Information Services Building Phase 2 (approved for funding that has been deferred) Student Centre (subject to UL students vote on building levy) Complete a plan for a Teacher Education building to support UL teacher education programmes and facilitate UL's leadership of the National Institute for Teacher Education (subject to available funding)
Summary		Target achieved or exceeded

9.	Institution objective	Formalise procedures for the continual enhancement of quality in line with the European Association for Quality Assurance in Higher Education's <i>Standards and Guidelines for Quality Assurance in the European Higher Education Area</i> (UL Strategic Plan Enabling Theme 3 (Quality), Objective 1)
	Performance indicator	Compliance with ESG 2.3.2: " <i>Institutions should have formal mechanisms for the approval, periodic review and monitoring of their programmes and awards.</i> " This requires the development of a programme review system and roll out to all programmes.
	Baseline	The institution has varied mechanism in place for the approval and revision of programmes.
	Interim target, end 2014	Develop a pilot scheme and enrol three programmes
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Activity embedded into <i>Engaged Learning</i> strategy. Proposal for review process presented to Academic Council in 2014. Further roll-out in 2015 following formal approval of process
	Interim target, end 2015	Review scheme, update and enrol 10 programmes
	Final target, end 2016	All existing programmes enrolled for a complete review of programme content in a continuous five-year review cycle to maintain the relevance of offerings
Summary		Target achieved or exceeded

10.	Institution objective	Formalise procedures for the continual enhancement of quality in line with the European Association for Quality Assurance in Higher Education's <i>Standards and Guidelines for Quality Assurance in the European Higher Education Area</i> (UL Strategic Plan Enabling Theme 3 (Quality), Objective 1)
	Performance indicator	Compliance with sections of ESG 2.3.3: " <i>Students should be assessed using published criteria, regulations and procedures which are applied consistently ... have clear and published criteria for marking; ... In addition, students should be clearly informed about the assessment strategy being used for their programme, what examinations or other assessment methods they will be subject to, what will be expected of them, and the criteria that will be applied to the assessment of their performance.</i> "
	Baseline	Non-standardised grading and assessment regulations and marking schemes
	Interim target, end 2014	A comprehensive review of the effectiveness of the current procedures for evaluation of student work and grading with recommendations presented to Academic Council by September 2013
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Activity embedded into <i>Engaged Learning</i> strategy. Academic Council adopted meta-level grade descriptors (May 2014) Module leaders are required to outline (Autumn 2014) standards for award of grades at the commencement of each module
	Interim target, end 2015	1. Revised grading and assessment regulations adopted 2. Clear guidelines on marking and grade descriptors published for staff and students
	Final target, end 2016	1 and 2 above fully completed and available in a centralised information system
Summary		Target achieved or exceeded

11.	Institution objective	<p>Formalise procedures for the continual enhancement of quality in line with the European Association for Quality Assurance in Higher Education’s <i>Standards and Guidelines for Quality Assurance in the European Higher Education Area</i> (UL Strategic Plan Enabling Theme 3 (Quality), Objective 1)</p> <p>&</p> <p>Improve the quality of modules that score lowest in student satisfaction surveys through implementation of a “module satisfaction survey” (UL Management Council Strategic Planning Task Force Report)</p>
	Performance indicator	<ol style="list-style-type: none"> 1. A system for measuring student satisfaction for all taught modules, with appropriate interventions and/or sharing of best practices as determined by student response
	Baseline	<ol style="list-style-type: none"> 1. Voluntary student evaluation of teaching system in place 2. Pilot module satisfaction survey involving 27 modules run in Spring 2013
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Identify low-scoring and high-scoring modules and ensure appropriate interventions. 2. Refine the module satisfaction survey and roll out to a broader range of modules.
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: Targets for 2014 have been full met. Module Satisfaction survey fully in place. Module Satisfaction survey was rolled out for all modules during Autumn Semester 2014. Reports have been presented to Department heads as per policy</p>
	Interim target, end 2015	<ol style="list-style-type: none"> 1. Extend the range of taught modules surveyed and review thresholds. 2. Roll out to all appropriate low-scoring taught modules and establish targets for improvement.
	Final target, end 2016	<ol style="list-style-type: none"> 1. Deploy to all appropriate modules and develop reporting to illustrate trends. 2. Continually monitor modules that have received low scores and work to raise scores above threshold through CPD and other interventions.
Summary		Target achieved or exceeded

4 High quality, internationally competitive research and innovation

1.	Institution objective	Publish and disseminate highly cited research in high-quality, internationally prominent journals and books <i>(UL Strategic Plan Goal 2, Objective 1)</i>
	Performance indicator	<ol style="list-style-type: none"> No. of article and review publications in the ISI Web of Knowledge – target (increase by 20% over the four-year period) No. of citations achieved by UL publications – target (increase by 40% over the four-year period) No. of books published with prestigious publishers – target (increase by 20% over the four-year period)
	Baseline (2012)	<ol style="list-style-type: none"> No. of article and review publications in the ISI Web of Knowledge – 446 (Updated figure 448) No. of citations achieved by UL publications – 6,328 (Updated figure 7084) No. of books published with prestigious publishers – 20 (Updated figure 7)
	Interim target, end 2014	N/A
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report:</p> <p>On target to meet the WOS Publications and Citations targets by 2016. The baseline targets for publications and citations have changed because Web of Science have updated their database – updated figures in red above.</p> <p><i>Note: In February 2014 UL revised the list of high impact book publishers and therefore the targets have been updated to reflect the new publisher list.</i></p>
	Interim target, end 2015	N/A
	Final target, end 2016	<ol style="list-style-type: none"> No. of article and review publications in the ISI Web of Knowledge – 535 (Updated figure 538) No. of citations achieved by UL publications – 8,859 (Updated figure 9918) No. of books published with prestigious publishers – 24 (Updated figure 8)
	Summary	Target achieved or exceeded

2.	Institution objective	Increase the enrolment of doctoral students by 40% <i>(UL Strategic Plan Goal 2, Target 1)</i>
	Performance indicator	No. of doctoral students (annual)
	Baseline	121 (strategic plan baseline 2009)
	Interim target, end 2014	160 (reporting on AY 2013/14 enrolment)
	Progress against 2014 target, commentary and data source	Status report: This is an agreed 'stretch' target. The PhD enrolments for 2013/2014 were 144 compared to the target of 160. However, the PhD research enrolments for 2014/2015 have been met with 179 students enrolled as per HEA (March 2015 HEA returns)
	Interim target, end 2015	169 (reporting on AY 2014/15 enrolment)
	Final target, end 2016	N/A (new strategic plan 2015–20)
Summary		Target end 2015 (March returns) has been met

3.	Institution objective	Develop research capability through the recruitment and retention of staff, comprehensive mentoring, secondment and exchange programmes (<i>UL Strategic Plan Goal 2, Objective 2</i>)
	Performance indicator	<ol style="list-style-type: none"> 1. Recruitment and HR policies to support the UL research strategy, including evidential alignment of faculty and administration recruitment plans with UL's broader research strategy 2. No. of senior priority research appointments (professorships) through external funding, including philanthropic sources and funding bodies 3. A suite of bespoke research training programmes for academics, complemented by coaching and mentoring schemes
	Baseline (2012)	<ol style="list-style-type: none"> 1. Tenure track for academic recruitment introduced 2. Externally funded academic appointments – 1 3. <i>Ad hoc</i> research training provision
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Produce three-year recruitment strategies for each individual faculty (x 4) in line with the UL research strategy and, where appropriate, the National Research Prioritisation agenda 2. Externally funded academic appointments – 6 (cumulative) 3. Rollout of bespoke research training programme
	Progress against 2014 target, commentary and data source	Status report: Each faculty is now producing a three-year recruitment strategy in line with UL's research goals. UL is ahead of target in recruiting externally funded research professors (6 Bernal, 1 HRB Profs + STEM Education Chair). HR, Research Office and Library have introduced a research training programme for tenure track academics.
	Interim target, end 2015	<ol style="list-style-type: none"> 1. Secondment and exchange programme in place and annual targets established 2. Externally funded academic appointments – 9 (cumulative) 3. Review training programme annually
	Final target, end 2016	<ol style="list-style-type: none"> 1. Externally funded academic appointments – 13 (cumulative) 2. Annual review of bespoke research training programme to evaluate impact 3. Review training programme annually
Summary		Target achieved or exceeded

4.	Institution objective	Create synergies and academic support from the critical mass achieved through research institutes and centres (<i>UL Strategic Plan Goal 2, Objective 3</i>)
	Performance indicator	<ol style="list-style-type: none"> 1. Individual research strategies for each research institute 2. New research institute focused on health 3. Completion of a review of UL's research priority areas including a benchmark exercise and analysis of alignment with the national and international policies
	Baseline	<ol style="list-style-type: none"> 1. No. of individual research strategies for institutes 2. Graduate Entry Medical School fully operational and research prioritisation activity completed 3. Informal review mechanisms
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Research strategies that align with UL strategic plan in place for existing institutes 2. Health research institute established 3. Institutional review of UL's research priority areas commenced
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: Each institute has a plan aligned with the institutional plan. In Oct 2014 Lero secured SFI Centres funding to support its 2014-2020 research plan to establish Lero as a world class software centre. The Health Research Institute was established in May 2014.</p> <p>UL has commenced an institutional review of its research priority areas. Overarching UL research strategy due for publication in 2016</p>
	Interim target, end 2015	<ol style="list-style-type: none"> 1. Annual review of institutes' performance against their strategic targets 2. Health research institute research strategy in place 3. Institutional benchmarking and review of UL's research priority areas completed. Recommendations around clustering of centres and strengthening of institutes adopted
	Final target, end 2016	<ol style="list-style-type: none"> 1. Annual review (as 2015 above) 2. Health research institute research strategy fully operational and subject to annual review 3. N/A (completed)
Summary		Target achieved or exceeded

5.	Institution objective	Strengthen the alignment between resource allocation and strategic [research] priorities & Ensure that the physical and virtual campus continues to contribute to the strategic development of the University <i>(UL Strategic Plan Enabling Theme 2 (Resources), Objectives 1 & 8)</i>
	Performance indicator	Major capital/physical developments to enhance priority research infrastructure funded through a combination of exchequer, non-exchequer and philanthropic funding
	Baseline	N/A (new buildings)
	Interim target, end 2014*	National Centre for Applied Materials Research Building (MSSI Phase 2) Bernal Research Building
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: MSSI Phase 2 and the Bernal building construction are at an advanced stage of completion. The Clinical Education Research Building is on schedule. Glucksman Library and Information Services Building Phase 2 scheduled to commence building in 2015 (ahead of target).
	Interim target, end 2015*	Clinical Education Research Building at Mid-West University Hospital (in partnership with HSE)
	Final target, end 2016*	Glucksman Library and Information Services Building Phase 2 Medical Research Institute (subject to state and philanthropic funding)
Summary		Target achieved or exceeded

* Planned completion dates from UL Capital Development Plan

6.	Institution objective	<p>Engage in strong collaboration and knowledge exchange with strategic partners (<i>UL Strategic Plan Goal 2, Objective 4</i>)</p> <p>&</p> <p>Address how to diversify sources of income to maximise non-state revenue (<i>Strategic Plan, Enabling Theme 2 (Resources), Objective 2</i>)</p>
	Performance indicator	<ol style="list-style-type: none"> 1. Increase the value of research expenditure from EU funding in Horizon 2020 over FP7 (target 50% increase) 2. Increase research income from industry (target 20% increase)
	Baseline (2012)	<ol style="list-style-type: none"> 1. N/A 2. Research income from industry – €1.85m
	Interim target, end 2014	<ol style="list-style-type: none"> 1. 50% increase in the value of research expenditure from EU funding in Horizon 2020 compared with first year of FP7 2. N/A
	<p>Progress against 2014 target, commentary and data source</p>	<p>Action Initiated: Yes</p> <p>Status report: Horizon 2020 launched in Dec. 2013. The project start date for the first UL Horizon project was January 2015 therefore there was no expenditure for the 2014 period.</p> <p>Industry research funding is on target with €2.6m industry income received during academic year 2013/2014.</p>
	Interim target, end 2015	<ol style="list-style-type: none"> 1. 50% increase in the value of research expenditure from EU funding in Horizon 2020 over first two years of FP7 2. N/A
	Final target, end 2016	<ol style="list-style-type: none"> 1. 50% increase in the value of research expenditure from EU funding in Horizon 2020 over first three years of FP7 2. Research income from industry – 20% increase over baseline year
Summary		Substantial progress made, targets not met in full and reasons identified

7.	Institution objective	Contribute to social and economic development through the rapid translation of research (UL Strategic Plan Goal 2, Objective 5)
	Performance indicator	<ol style="list-style-type: none"> 1. Measuring progress in relation to implementation of TTSI 2 – a national four-year knowledge transfer and commercialisation programme <u>Commercialisation (sub-indicators)</u> <ol style="list-style-type: none"> 2. Licences, options and assignments signed with industry 3. Invention disclosures 4. Patent applications 5. Number of spin-out companies formed
	Baseline 2011/2012 (Average)	<ol style="list-style-type: none"> 1. UL knowledge transfer and commercialisation (KT) strategy 2011–15 2. Licences, options and assignments signed with industry – 8 3. Invention disclosures – 29 4. Patent applications – 9 5. Spin-out companies formed – 2
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Annual review of KT strategy 2. Licences, options and assignments signed with industry – 9 3. Invention disclosures – 29 4. Patent applications – 9 5. Spin-out companies formed – 2
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: Knowledge Transfer Strategy review completed. KT activities to be incorporated into new Strategic Plan and Research Strategy due for publication in 2015 and 2016 respectively.</p> <p>The actual figures in this section can fluctuate year on year. The target for spin out companies has been met with 2 companies formed during 2014.</p> <p>The Licences, options and assignments target has been met with 9 agreements signed.</p> <p>Invention disclosures for 2014 were 28 with a target of 29 – if average taken over 2 years (2013 & 2014) the target is met with an average of 35.</p> <p>The patents filed for 2014 were 6 with a target of 9 but if average over years 2013 (11) and 2014 then target is just missed.</p>

	Interim target, end 2015	<ol style="list-style-type: none"> 1. Annual review of KT strategy 2. Licences, options and assignments signed with industry – 9 3. Invention disclosures – 29 4. Patent applications – 9 5. Spin-out companies formed – 2
	Final target, end 2016	<ol style="list-style-type: none"> 1. Annual review of KT strategy 2. Licences, options and assignments signed with industry – 10 3. Invention disclosures – 29 4. Patent applications – 9 5. Spin-out companies formed – 2
Summary		3 of 5 Targets achieved

8.	Institution objective	Promote job creation and economic development by engaging in effective incubation activities (<i>UL Strategic Plan Goal 2, Objective 5</i>)
	Performance indicator	UL enterprise formation supports are delivered via the Nexus Innovation Centre, a dedicated 1600sqm innovation centre with 18 units and two bio incubation laboratories. 1. No. of entrepreneurs trained by Nexus 2. No. of new start-up companies supported by Nexus 3. No. of student placements/collaborative projects 4. No. of jobs in Nexus companies 5. Coordinated campus-wide entrepreneur activity
	Baseline	Nexus Innovation Centre established 2012 1. No. of entrepreneurs trained by Nexus – 8 2. No. of new start-up companies supported by Nexus – 26 3. No. of student placements/collaborative projects – 36 4. No. of jobs in Nexus companies – 76 5. <i>Ad hoc</i> campus entrepreneur activity
	Interim target, end 2014 (Accumulated)	1. No. of entrepreneurs trained by Nexus - 16 2. No. of new start-ups companies supported by Nexus - 52 3. No. of student placements/collaborative projects - 72 4. No. of jobs in Nexus companies – 90 5. Campus entrepreneur programme designed
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: All targets for 2014 have been met with the following results: 25 entrepreneurs trained by Nexus 60 start-ups companies supported by Nexus 72 student placements/collaborative projects 108 full-time and 14 part-time jobs in Nexus companies Campus entrepreneur programme designed with planned intake of students in 2015.
	Interim target, end 2015 (Accumulated)	1. No. of entrepreneurs trained by Nexus – 24 2. No. of new start-up companies supported by Nexus – 78 3. No. of student placements/collaborative projects – 108 4. No. of jobs in Nexus companies –100 5. Campus entrepreneur programme delivered
	Final target, end 2016 (Accumulated)	1. No. of entrepreneurs trained by Nexus – 32 2. No. of new start-up companies supported by Nexus – 104 3. No. of student placements/collaborative projects – 144 4. No. of jobs in Nexus companies –105 5. Campus entrepreneur programme delivered
	Summary	Target achieved or exceeded

5 Enhanced engagement with enterprise and the community and embedded knowledge exchange

1.	Institution objective	Continue our commitment to the role of cooperative education as an intrinsic and distinctive part of the student experience (<i>UL Strategic Plan Goal 1, Objective 3</i>)
	Performance indicator	<ol style="list-style-type: none"> 1. No. of graduate and cooperative education (Coop) employer visits to UL 2. No. of Coop and graduate employer on-site visits by UL staff 3. Graduate employment rate 4. Coop placement rate 5. No. of new Coop employers 6. No. of international Coop placements
	Baseline	<ol style="list-style-type: none"> 1. 650 Coop and graduate employer visits annually 2. 800 employer site visits annually 3. Trending at +10% above the national graduate employment average¹ 4. Coop placement rate the largest and most inclusive placement programme in Ireland, 90%+ placement rate 5. Existing Coop employer network (1,700 Irish and international companies) 6. Largest international Coop programme, 20% of overall placement, highest participation in Erasmus work placement
	Interim target, end 2014	<ol style="list-style-type: none"> 1. 725 employer visits annually 2. 850 site visits to employers annually 3. Graduate employment +10% above the national average 4. Maintain 90%+ Coop placement rate 5. New employers account for 5% of Coop placement 6. Maintain baseline above
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report:</p> <ol style="list-style-type: none"> 1. 725+ employers visited 2. 850+ site visits to employers conducted 3. Graduate employment of 70%, 18% above the average for the university sector currently trending at 52%. 4. Coop of placement rate of 95%+ achieved 5. New employers account for 5%+ of placements 6. International placement accounts for 20% of placement²

¹ HEA First Destinations Report

² Maintenance of the 20% international placement rate is subject to (i) national and international employer demand (ii) market conditions (iii) disciplinary and skills fit

	Interim target, end 2015	<ol style="list-style-type: none"> 1. 760 employer visits annually 2. 875 site visits to employers annually 3. Graduate employment +10% above the national average 4. Maintain 90%+ Coop placement rate 5. New employers account for 6.5% of Coop placement 6. Maintain baseline above
	Final target, end 2016	<ol style="list-style-type: none"> 1. 800 employer visits annually 2. 900 site visits to employers annually 3. Graduate employment +10% above the national average 4. Maintain 90%+ Coop placement rate 5. New employers account for 8% of Coop placement 6. Maintain baseline above
Summary		Target achieved or exceeded

2.	Institution objective	<p>Continue our commitment to the role of cooperative education as an intrinsic and distinctive part of the student experience</p> <p><i>(UL Strategic Plan Goal 1, Objective 3)</i></p>
	Performance indicator	<ol style="list-style-type: none"> 1. Biennial feedback system on the work-readiness of new graduates and their ability to continue to learn 2. A shared employability agenda with Ireland's national and regional development agencies by establishing a formal forum to include representatives from the IDA, IBEC, FORFAS, Enterprise Ireland, InterTradelreland, Chambers of Commerce, Tourism Ireland, ISME and Connect Ireland 3. Inclusion of industry in the design of all new programmes and the review of existing programmes 4. To have explicit employability-related learning outcomes for all UL programmes
	Baseline	<ol style="list-style-type: none"> 1. Informal feedback system 2. Existing connectivity with development agencies 3. No formal or structured system to take account of business/industry view on new or existing programmes 4. No employability learning outcomes in respect of programmes currently
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Develop survey of employers in mid-west region; establish contact with relevant industry groups 2. Establish regional employability working group 3. Devise a mechanism for external industry expert involvement in the design of all new programmes 4. Publish an institutional employability statement

<p>Progress against 2014 target, commentary and data source</p>	<p>Action Initiated: Yes</p> <p>Status report:</p> <ol style="list-style-type: none"> 1. Employer survey developed and undertaken in October 2014. Response rate of 65%. Engaged with the following industry groups: ACCA, CIMA, Irish tax institute, Engineers Ireland. 2. Working Group superseded by UL's leading role in the Regional Action Plan for Jobs (currently under development) and the Shannon Regional Skills Consortium. Ongoing and active engagement with EGFSN, AHECS, IBEC, IDA, Enterprise Ireland and employment initiatives including Limerick for IT and Limerick for Engineering. 3. <i>Engaged Learning</i> provides that all programmes have explicit employability-related outcomes embedded within the 5-year cyclical programme review process. Programme review panels will include employer representation. Professional accreditation process will also require employer engagement e.g. current EPAS re-accreditation process involves at least 8 national and international employers. 4. Employability Statement produced. Launch scheduled for Autumn 2015
<p>Interim target, end 2015</p>	<ol style="list-style-type: none"> 1. Survey and focus groups, followed by analysis and dissemination of feedback to faculties and employers 2. Regional employability working group (x 2 meetings) 3. Adoption of mechanism for external industry expert involvement in the design of all new programmes 4. Formal requirement for employability-related learning outcomes in respect of programmes
<p>Final target, end 2016</p>	<ol style="list-style-type: none"> 1. Rollout of survey nationally 2. Establishment of national graduate employability forum (subject to funding) 3. N/A (complete) 4. Formal requirement for employability-related learning outcomes in respect of programmes
<p>Summary</p>	<p>Target achieved or exceeded</p>

3.	Institution objective	Promote job creation and economic development by collaborating with industry, engaging in effective incubation activities and creating spin-out companies <i>(UL Strategic Plan Goal 4, Objective 4)</i>
	Performance indicator	<ol style="list-style-type: none"> 1. Acquire and develop space for embedded industry/academia research collaborations 2. Develop and promote knowledge transfer and research impact case studies 3. Implement new national IP framework
	Baseline	<ol style="list-style-type: none"> 1. No space for embedded industry research collaborations 2. No impact case studies developed 3. IP policies in line with 2005/06 national codes of practice
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Acquire and upgrade dedicated space for embedded industry research collaborations 2. Four research impact case studies completed 3. Develop new IP framework implementation plan
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: Space acquired from Shannon Development for embedded industry collaborations on campus High-level Research Impact Conference held at UL Nov 2014. UL Research Impact programme and case studies available at http://ulresearchimpact.com/</p> <p>A review of the IP framework was undertaken. The outcome of the review is reflected in a significantly revised Intellectual Property policy which is currently going through internal approval. It is expected to be approved by end of Q3, 2015.</p>
	Interim target, end 2015	<ol style="list-style-type: none"> 1. One company located in embedded research collaboration space 2. Eight research impact case studies completed 3. Complete new IP framework implementation plan
	Final target, end 2016	<ol style="list-style-type: none"> 1. Two companies located in embedded research collaboration space 2. 12 research impact case studies completed 3. Review implementation of new IP framework
	Summary	Target achieved or exceeded

4.	Institutional objective	<p>Establish a CPD centre at UL (<i>UL Management Council Strategic Planning Task Force Report</i>)</p> <p>&</p> <p>Broaden access to and offer greater flexibility in the delivery of programmes of study that are relevant to the needs of students and society (<i>UL Strategic Plan Goal 1, Objective 6</i>)</p>
	See section 2, <i>Participation, equal access and lifelong learning</i> , for a detailed set of objectives and targets in relation to the development of CPD and lifelong learning at UL (objective nos. 4, 5, 6 and 7).	

5.	Institution objective	<p>Improve the level of interaction between our students and community groups</p> <p>&</p> <p>Encourage environmental and social responsibility within and beyond our physical boundaries (<i>UL Strategic Plan Goal 4, Objectives 2 and 9</i>)</p>
	Performance indicator	Centralised civic engagement unit/office UL civic engagement strategy
	Baseline	Absence of any formal civic engagement structure and central repository to record and/or promote civic engagement activities
	Interim target, end 2014	Appoint a civic engagement champion Establish a civic engagement working group
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report:</p> <p>Civic engagement Champion and working Group in place. Representation and funding support for national network “Campus Engage” (IUA),</p> <p>National lead on volunteering working group (IUA)</p> <p>Website under development and proposal to establish <i>UL Engage</i>, institution-wide co-ordination office approved by UL Executive in March 2015</p>
	Interim target, end 2015	Audit all civic engagement activities Develop a civic engagement website and repository of UL civic engagement activity
	Final target, end 2016	A central repository to record all civic engagement activities by individuals and departments and a database of civic engagement activity and expertise and local/regional/national organisations engaged with UL An institution-wide UL civic engagement strategy
	Summary	

6.	Institution objective	<p>Deepen the relationship between the university and community and establish ourselves as a fulcrum in the life of the greater Limerick area</p> <p>&</p> <p>Improve the level of interaction between our students and community groups</p> <p>&</p> <p>Encourage environmental and social responsibility within and beyond our physical boundaries (<i>UL Strategic Plan Goal 4, Objectives 1, 2 and 9</i>)</p>
	Performance indicator	Numbers of students receiving the University of Limerick President's Volunteer Award (PVA)
	Baseline	The UL PVA and an annual PVA award ceremony established in AY 2009/10 (baseline 82 participants)
	Interim target, end 2014	Meet the volunteer target as set out in the strategic plan (205 students for AY 2013/14)
	Progress against 2014 target, commentary and data source	Targets for end 2014 exceeded and end 2015 exceeded AY 14/15 = 219 PVA awardees + 60 additional awardees under "Science and Engineering President's Volunteer Programme" = Total 279 student volunteering awardees
	Interim target, end 2015	Meet the 200% increase volunteer target (224 students for AY 2014/15)
	Final target, end 2016	N/A (new targets to be established in UL strategic plan 2015–20)
Summary		Target achieved or exceeded

7.	Institution objective	<p>Promote Limerick city and the Shannon region by providing community access to our highly acclaimed academic, sporting and cultural amenities and infrastructure</p> <p>&</p> <p>Ensure that our prominence as a centre of cultural, artistic, festive and sporting activity is an enduring source of pride to the city and region (UL Strategic Plan Goal 4, Objectives 6 and 8)</p> <p>&</p> <p>Establish a UL visitor centre and “open campus” planning and marketing</p> <p><i>(UL Management Council Strategic Planning Task Force Reports)</i></p>
	Performance indicator	“Open Campus” annual programme planning
	Baseline	<ul style="list-style-type: none"> - 600,000 visits to the UL Sports Arena annually - 70,000 + attendees at University Concert Hall annually - Multitude of international academic conferences and sporting/cultural events (e.g. Special Olympics), family days, open days, employment fairs, 10k walks/fun runs, alumni events, graduate conferrings, national and international sporting competitions, etc. - Fragmented marketing and branding from various units with no quantification of combined economic and social impact
	Interim target, end 2014	<ol style="list-style-type: none"> 1. “Open Campus” combined planning and marketing covering UL Arena, University Concert Hall, conferencing and all other public events within the range of academic, sporting and cultural activities 2. Commission study on socio-economic impact of sporting, cultural and other public activities on campus
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report:</p> <p>Integration of University Concert Hall into PCC Ltd structures. .</p> <p>Production of integrated Strategic Plan “<i>Developing Campus Life</i>” – <i>Plassey Campus Centre Ltd. Strategic Plan 2014-18</i>. Co-ordinated programming of events in place, achieving 2016 targets in full for target 1.</p> <p>UL visitor centre opened in March 2015 ahead of target</p> <p>Impact study working group established. ToR Agreed. Report to be commissioned in Autumn 2015.</p>
	Interim target, end 2015	<ol style="list-style-type: none"> 1. Initiate “Open Campus” event planning and marketing campaign 2. Present report on socio-economic impact of UL’s sporting, cultural and other public activities on campus
	Final target, end 2016	<ol style="list-style-type: none"> 1. Expanded UL “Open Campus” activities profile 2. Open University of Limerick Visitor Centre
Summary		Target achieved or exceeded

8.	Institution objective	Promote job creation and economic development & Foster the development of a culture of lifelong learning and enhance skill levels to attract investment and economic development (UL Strategic Plan Goal 4, Objectives 4 and 5)
	Performance indicator	UL engagement activities with revised Limerick city and county councils in key local/regeneration planning and development activities
	Baseline	<ol style="list-style-type: none"> 1. <i>Limerick 2030: An Economic and Spatial Plan for Limerick</i> (June 2013) 2. UL (and Shannon Consortium partners) with city and county councils, Dept. Social Protection, HSE, City of Limerick VEC³, PAUL Partnership, and LEDP have jointly prepared and submitted an EU Structural and Investment Funds (ESI) partnership agreement to Dept. Public Expenditure and Reform (D/PER) in preparation for the forthcoming ESI 2014–2020 (prepared April 2013)
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Implementation of Limerick 2030 plan (with ongoing UL engagement) 2. Develop detailed proposal to EU Commission for circa €35m ESI application re: “Sustainable Urban Development” and “Integrated Approaches to Territorial Development”
	Progress against 2014 target, commentary and data source	Limerick 2030 Plan produced and launched http://www.limerick.ie/council/limerick-2030-economic-and-spatial-plan-limerick UL Executive engaged on the working groups and Executive SC. Plans linked with UL Capital Development Plan (city centre capital developments). Prepared and submitted Structural and Investment Funds (ESI) partnership agreement proposals above. UL researcher assigned by UL to advise/support City agencies’ implementation of ESI through to end 2016
	Interim target, end 2015	<ol style="list-style-type: none"> 1. Implementation of Limerick 2030 plan 2. Implementation of ESI programme (if successful with structural funds application to EU Commission)
	Final target, end 2016	<ol style="list-style-type: none"> 1. Implementation of Limerick 2030 plan 2. Implementation of ESI programme (if successful with structural funds application to EU Commission)
Summary		Target achieved or exceeded

³ The City of Limerick VEC will be merging with the County Clare and County Limerick VECs to become the new Limerick and Clare Educational and Training Board.

9.	Institution objective	Promote job creation and economic development <i>(UL Strategic Plan Goal 4, Objective 4)</i> & Ensure that our prominence as a centre of cultural, artistic, festive and sporting activity is an enduring source of pride to the city and region <i>(UL Strategic Plan Goal 4, Objective 8)</i>
	Performance indicator	Major capital/physical developments (+ job creation) to enhance priority infrastructure funded through a combination of exchequer, non-exchequer and philanthropic funding
	Baseline	N/A (new buildings) €325m capital development plan 2012–17
	Interim target, end 2014	Completion of projects outlined in the capital development plan to end 2014
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: All 2014 targets and objectives met Note: A new Capital Development Plan 2014-18 has been produced presenting a €224 million investment framework that aims to deliver 12 major capital investment projects covering research infrastructure, student supports and teaching, sports, and facilities developments. Major capital investment projects also include developments in off-campus locations in Limerick City and at the University Hospital Limerick with a combined value of €62 million (30% of the overall investment). Immediate priorities for on-campus development include: Glucksman Library Phase 2, the Bernal Building; Phase 2 of the Materials and Surface Science Institute.
	Interim target, end 2015	Completion of projects outlined in the capital development plan to end 2015
	Final target, end 2016	Completion of projects outlined in the capital development plan to end 2016
Summary		Target achieved or exceeded

6 Enhanced internationalisation

1.	Institution objective	Sharpen our international focus in all areas of activity (<i>UL Strategic Plan Goal 3</i>)
	Performance indicator	Development of a business plan for international education that focuses on key markets and on the recruitment of international students aligned to the <i>International Education Mark</i> code of practice
	Baseline 2013/14	International education business plan 2010–15
	Interim target, end 2014	Development of new five-year business plan for internationalisation 2015–20
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: New 5-year Strategic Plan for internationalisation 2015–20 produced. Key actions incorporated into new UL strategic Plan to be published Sept 2015
	Interim target, end 2015	Implementation of year one of the new business plan 2015–20
	Final target, end 2016	Implementation of year two of the new business plan 2015–20
Summary		Target achieved or exceeded

2.	Institution objective	Promote cultural diversity through the recruitment of international students and staff (<i>UL Strategic Plan Goal 3, Objective 2</i>)
	Performance indicator	Non-EU student recruitment: increasing the number of non-EU international students at UL by 50% over five years
	Baseline 2013/14	630 non-EU students
	Interim target, end 2014	710 non-EU students
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: 852 non-EU students enrolled at end 2014 (AY 2014/15) exceeding end 2016 targets
	Interim target, end 2015	764 non-EU students
	Final target, end 2016	822 non-EU students
Summary		Target achieved or exceeded

3.	Institution objective	Provide experiences that instil the spirit of European citizenship in our students (UL Strategic Plan Goal 3, Objective 2) & Promote cultural diversity through the recruitment of international students and staff (UL Strategic Plan Goal 3, Objective 2)
	Performance indicator	Involvement in Erasmus programme and non-EU exchange programmes: increase the number of students undertaking an academic semester overseas by 30% over a five-year period to meet the Bologna target of 20% of graduates spending a training or study placement overseas by 2020
	Baseline 2013/14	371 taking an academic semester overseas
	Interim target, end 2014	389 taking an academic semester overseas
	Progress against 2014 target, commentary and data source	Action Initiated: Yes Status report: Significant increase in outgoing mobility in 2014/15. 450 students will undertake an academic semester overseas during 2014/15 (exceeding end 2016 target)
	Interim target, end 2015	410 taking an academic semester overseas
	Final target, end 2016	433 taking an academic semester overseas
Summary		Target achieved or exceeded

4.	Institution objective	<p>Provide experiences that instil the spirit of European citizenship in our students <i>(UL Strategic Plan Goal 3, Objective 2)</i></p> <p>&</p> <p>Promote cultural diversity through the recruitment of international students and staff <i>(UL Strategic Plan Goal 3, Objective 2)</i></p>
	Performance indicator	Increase the number of international visiting students (Study Abroad by 50% and Erasmus and non-EU exchange by 30%) on our campus over a five-year period.
	Baseline 2013/14	792 visiting students
	Interim target, end 2014	840 visiting students
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: Significant increase in visiting student numbers due to Science without Borders programme (Brazil) success. 2014/15 visiting students to exceed 965 for 2014/15 (in excess of end 2016 target)</p>
	Interim target, end 2015	899 visiting students
	Final target, end 2016	959 visiting students
Summary		Target achieved or exceeded

5.	Institution objective	Expand the internationalisation of our curricula <i>(UL Strategic Plan Goal 3, Objective 2)</i>
	Performance indicator	<ol style="list-style-type: none"> 1. A fully integrated international student support system (ISSS) Phase 1 2. Internationalisation of the curriculum at UL, Phase 2: working within disciplines
	Baseline	<ol style="list-style-type: none"> 1. Supports in various units and departments across UL, e.g. Writing Centre, International Office, PhD supervisors 2. Workshop with course directors on internationalisation of the curriculum in late 2011
	Interim target, end 2014	<ol style="list-style-type: none"> 1. Development of a working group and consultation with key stakeholders (including international students) 2. Integration of a module on internationalising the curriculum on the Specialist Diploma in Teaching, Learning and Scholarship offered by the Centre for Teaching and Learning
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: 2014 targets met - International Student Support working group established & Internationalisation module developed and offered as part of the Specialist Diploma in Teaching and Learning.</p>
	Interim target, end 2015	<ol style="list-style-type: none"> 1. Design and pilot the ISSS 2. Implementation of curriculum, teaching and assessment changes to include a strong international focus (e.g. official programme documents, module descriptions, etc.)
	Final target, end 2016	Full implementation
Summary		Target achieved or exceeded

6.	Institution objective	Sharpen our international focus in all areas of activity (UL Strategic Plan Goal 3)
	Performance indicator	<ol style="list-style-type: none"> No. of research memoranda of understanding (MoUs) signed and no. of joint research awards No. of UL internationally active academic and administrative staff through Erasmus teaching exchange and staff training opportunities
	Baseline	<ol style="list-style-type: none"> Strategic research links with international institutions currently based mainly on funded research projects (FP7, etc.) 50 UL staff mobile on Erasmus teaching and training programmes
	Interim target, end 2014	<ol style="list-style-type: none"> Four specific research MoUs Increase of 5.5% on 2013/14
	Progress against 2014 target, commentary and data source	<p>Action Initiated: Yes</p> <p>Status report: 12 international research project agreements signed during AY13/14. The 2014 target for research MoUs have been achieved with 4 agreements signed. Erasmus teaching and training numbers = 40. Target 2 has not been reached, largely due to the retirement from UL of academic staff who used the teacher mobility programme.</p>
	Interim target, end 2015	<ol style="list-style-type: none"> Six specific research MoUs and two joint awards Increase of 5.5% on 2014/15
	Final target, end 2016	<ol style="list-style-type: none"> Eight specific research MoUs and four joint awards Increase of 5.5% on 2015/16
Summary		Substantial progress made, target 1 met but target 2 not met in full and reasons identified

Appendix 1

2016 Profile Sheet

