UNIVERSITY OF LIMERICK
OLLSCOIL LUIMNIGH

**UL@50
STRATEGIC PLAN**
2019 – 2024

Contents

1 - 20

21 - 40

41 - 43

Foreword

Chancellor
Ms. Mary Harney

On behalf of the Governing Authority, I am very pleased to endorse this strategic plan, which sets out our path for the next five years of development at UL.

This plan has evolved from a multi-stakeholder engagement process across the university. The plan belongs to all of us – students, staff and Governing Authority. We have all contributed to its genesis, and we are all responsible for its implementation. Nearly 50 years ago, a small institution was born with massive zeal and enthusiasm and with a boundless ambition to be successful. Innovation was at its heart, and the fruits of that endeavour are clear to see all around our campus and in the achievements of our alumni.

A reassertion of that ambition is embedded in this strategic plan. The challenges are great and there is intense competition for resources but, unlike in 1972, we now have a hugely impressive foundation from which to launch the next phase of development. UL has always had a reputation for

innovation in fostering the potential of our students for their future through excellence of teaching, learning and research. We are now looking to that culture to inform our uptake of new educational technologies and new approaches in a student-centred environment. Our recently opened world-class library is symbolic of the ambition we have for our students and graduates.

Greater awareness of the university's responsibility to the city and its region is an important part of our future direction. UL can never be seen as an island of academia remote from the society and community around it. The university exists because of the passion and commitment of the people of Limerick and the Mid-West region 50 years ago, and we are determined that it will deepen and widen its community engagement over the next five years. While the development of the UL Limerick City Campus will be an

important part of that, our impact should go well beyond our bricks and mortar physical presence. UL has always taken actions to foster equality of opportunity. Firm commitments are made to further enhance educational opportunities for disadvantaged communities in this strategic plan in recognition of UL's broader responsibility across the Mid-West.

Running through our vision is a strong theme of raising UL's reputation at national and international levels through collaboration in research and engagement with partners abroad. This is rightly seen as an important part of securing our sustainability for the future, improving our ranking among world universities and making UL more attractive for students and staff.

The University of Limerick looks forward to fulfilling and exceeding the dreams of its founders.

Irish World Academy
of Music and Dance

"An international leader in solving global challenges"

President's Message

Dr. Des Fitzgerald
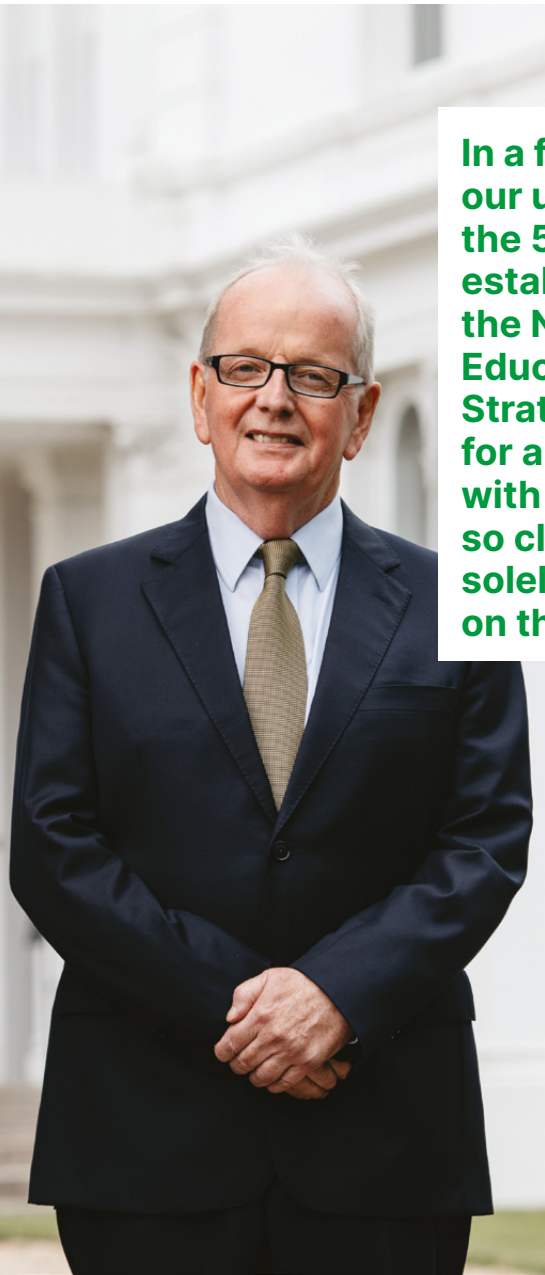
In a few short years, our university will celebrate the 50th anniversary of the establishment of its forerunner, the National Institute for Higher Education (NIHE), in 1972. Strategic plans plot a course for a five-year period. However, with the coming anniversary now so close, our sights are set not solely on the next five years but on the next five decades.

Our predecessors created a university where none existed before because they had vision, ambition and the support of their community. UL today has those same qualities and that same commitment from the people of the Mid-West region. We will use them over the coming years to create a world-class university fit for the 21st century.

To achieve this mission, UL will become a global leader in a continually evolving and growing third-level sector. Our core objective is to build UL's academic reputation by building a university that is led by research and focused on solving difficult challenges that have real-world impacts.

Summer Graduation 2019

Students and location are key to understanding UL. Our students are at the heart of everything we do. We must ensure that they are given every opportunity to excel; to think critically and solve problems; to innovate and work; to experience a diverse and inclusive culture; to be leaders, artists, athletes and more; to lay the foundations of a healthy life; and to look back when they leave UL and feel real pride in their university.

With the right support and backed by significant investment, this plan – UL@50 – will deliver substantial benefits to students, staff and the region and will lead to:

› An additional 4,000 students during the life of this plan, rising in the following years to 8,000, many of whom will be based in the city centre in a significant landmark building, thus bringing an additional annual spend of circa €30m to the city and region, and creating new opportunities for civil and civic engagement; and

› Over 300 additional staff, rising to over 600 in due course, to deliver progressive programmes of study relevant to society and the economy of tomorrow.

UL's location in the Mid-West of Ireland is a key part of our DNA. UL was created by the people of Limerick and has had a huge impact in the region. Our ambition for the years to come goes further – to become a leading national and international university here in Limerick. Only then will UL become the university the people of the Mid-West set out to establish.

"Embed entrepreneurship in everything we do"

At a Glance

7
Seven villages providing accommodation for 2,700 students and staff

80
Countries represented in the student body

366
UL campus comprises 366 acres, including 116 acres on the County Clare side

429
UL has 429 laboratories encompassing teaching, research, specialist and high-tech facilities

c16,000
Registered students

250,000m²
Buildings

354,100
Total print books

Timeline

1972–75
- National Institute of Higher Education founded (1972)
- 113 students (1972)
- 1,545m² campus buildings (1972)
- Students Union established (1975)

1987–89
- UL Alumni established (1987)
- University status granted (1989)
- 3,490 students (1989)
- University of Limerick Foundation established (1989)

1993–97
- University Concert Hall opened (1993)
- Glucksman Library opened (1997)

2001–04
- Ireland's first Olympic-size swimming pool opened in UL (2001)
- Building commences on County Clare side of campus (2004)

2005–07
- Lero - The Irish Software Research Centre (SFI Research Centre) established (2005)
- MACSI - Mathematics Applications Consortium for Science and Industry established (2006)
- Living Bridge constructed (2007)
- Epi-Stem – National Centre for STEM Education established (2007)
- Graduate Entry Medical School established (2007)

2008–10
- SSPC - Synthesis and Solid State Pharmaceutical Centre (SFI Research Centre) established (2009)
- IComp - Irish Composites Centre (EI/IDA Technology Centre) established (2010)

2013–14
- PMTC - Pharmaceutical Manufacturing Technology Centre (EI/IDA Technology Centre) established (2013)
- NISE – National Institute for Studies in Education established (2014)
- UL Health Research Institute (HRI) established (2014)

2015–16
- Sunday Times University of the Year 2015
- DPTC – Dairy Processing Technology Centre (EI/IDA Technology Centre) established (2015)
- Clinical Education Research Centre (CERC) opened with University Hospital Limerick (2016)
- Munster Rugby moves to campus (2016)
- UL Bernal Institute established (2016)

2017–18
- Designated as a University of Sanctuary (2017)
- School of Law wins Law School of the Year (2017)
- Ranked in the 101-150 category in the QS Graduate Employability Ranking (2017)
- CONFIRM Smart Manufacturing (SFI Research Centre) established (2018)
- 6th in the world for suburban campus (UI Green Metric World Ranking) (2018)

2019
- Attained expanded charter Bronze Athena SWAN award (2019)
- Sunday Times University of the Year 2019
- Kemmy Business School earns AACSB International Accreditation (2019)
- Ranked world #2 for international student happiness (2019)
- Ranked #35 in the Times Higher Education (THE) University Impact Rankings (2019)
- UL ranked within top 75 in Europe for THE Excellence in Teaching and Learning (2019)
- SFI Centre for Research Training in Foundations of Data Science established (2019)

Introduction

Our goal above all else is to build the academic reputation of the university. We can do that in many ways: through our commitment to research and educational excellence, through our community of students and staff, through our inclusivity and diversity, through our contribution to civic society, and through our ambition and scope for the 50 years to come.

It is crucial that we get this right. As we developed this plan, we had constructive engagements with a wide range of stakeholders, including our staff, students and alumni; our Governing Authority; our Foundation; and our wider community. Each stakeholder played a crucial role in helping us to refine this strategic plan, giving us the opportunity to convey an institutional vision for the future that has the flexibility to meet the diverse and changing needs of government, our industry partners and the wider community, which we serve.

Over time, four key themes emerged that inform the way we think about the university:

› Transforming learning
› Digital transformation
› City and culture
› Health and wellbeing

These themes are key as we seek to develop our educational programmes and ways of teaching so that we are more experiential, more problem-based, more entrepreneurial, more

able to engage students and better at incorporating 21st-century technology platforms. We need to be more diverse and more inclusive, more international and more flexible.

Thankfully, our plan has been developed on the strongest of foundations. In our short history, we have graduated more than 100,000 students and, in 2019, we were ranked as University of the Year (Sunday Times) and Best Campus.

We have outstanding academic and professional staff who are committed to attaining the highest standards of education and to conducting world-class research and who have shown great loyalty to and affection for UL.

We can boast unrivalled sports and cultural facilities, including the Irish World Academy of Music and Dance, the Irish Chamber Orchestra, the UL Sport Arena, Ireland's first 50-metre swimming pool, an international running track, the National Self Portrait Collection of Ireland and the University Concert Hall.

Our student body of 113 in 1972 rose to circa 16,000 in 2019. The development of our student facilities has been extraordinary, and we now offer on-site accommodation to 20% of students.

With a pioneering emphasis on work experience through partnership with enterprise, almost all of our students are employed within a year of graduating. While many stay in the region and have helped build the economy of the Mid-West region, our alumni can be found in all walks of life and leadership positions throughout the world.

Our city and region have always been closely knitted to everything we do in UL. We have always promoted access in a region that, traditionally, has had one of the lowest rates of student progression to third level. We have an exceptional track record of engaging with enterprise and public services, particularly in teaching and healthcare. However, rejuvenating the city and region is an ongoing process, and we intend to do more.

Covering an area of 366 acres, UL possesses one of the most spectacular and environmentally conscious third-level campuses in the world. Core to our ambition for the campus is the attainment of the highest standards of sustainability and climate protection while making it more liveable and integrated for students.

Small Group Teaching School of Design

facilities; address the demands for more student accommodation; centralise student services; invest in technology to develop UL as a 'Digital University'; and reduce waste and carbon emissions.

The great city of Limerick and the wider Mid-West region are at the heart of everything we do. However, we must aspire to the national and, indeed, international stage and become known as a university located in – but not solely for – the Mid-West of Ireland.

In the years to come, we will expand our reach, beginning with the Digital District at Parkpoint and the Limerick City Campus before expanding to Dublin and abroad. We will work with the city's other third-level institutions, Limerick Institute of Technology and Mary Immaculate College, to reimagine Limerick as a student city and to build a regional brand for third-level education.

These developments will enable us to achieve several ambitious objectives:

› to be a research-intensive university that solves global challenges;

› to transform learning and the educational experience;

› to place entrepreneurship and enterprise at the heart of what we do;

› to address the skills needs of our community;

› to grow student numbers, particularly postgraduate and international students;

› to greatly enhance life on campus and the life of our city;

› and, most importantly, to build our academic reputation.

We have a rich and proud history and have made enormous strides in just a few short decades. NIHE evolved into a university and expanded its academic programmes far beyond where it started from. In the next 50 years – the second half of the first century of UL – we must ensure that we build our academic reputation and that we build our identity as a national and international university.

Our students and staff have stated clearly that they want UL to be distinctive, dynamic, student focused, academically strong, creative, entrepreneurial and innovative – indeed, all the characteristics that the university has fostered and is known for.

In short, we need to be the world-leading university that the Mid-West region, in general, and the city of Limerick, in particular, deserves.

"UL needs to take advantage of being a young university. Our youth allows us to be innovative and think outside the box. That should be part of our identity. Be different!"

We have seen extraordinary investment in research at UL. This is key to the university's academic reputation, and we must develop it even further by building on our successes and fostering talent. We want to engage in challenges that are central to the emerging Horizon Europe, the next EU Framework Programme. Indeed, building our EU programmes is essential if we are to succeed as a research-intensive university. UL's research has always tackled global sustainable development goals (SDGs) and will continue to do so. In fact, UL ranked 35th in the world in the Times Higher Education SDG University Impact Rankings in 2019.

Sustaining our campus and the wellbeing of our community is central to our vision. As well as aiming to make the UL campus in Castletroy more integrated and liveable for students, one of our key objectives is to further develop facilities for research, education and student accommodation. We want to create more innovative teaching spaces that promote problem-based and experiential learning; expand our north campus and integrate our Clare and Limerick campuses; develop facilities for entrepreneurship; invest further in sports and student facilities, particularly for students with disabilities; develop distinct postgraduate and international student

Context

Four key themes have shaped the development of UL@50, our strategic plan, and are embedded within the plan:

› Transforming learning
› Digital transformation
› City and culture
› Health and wellbeing

From our wide-ranging staff engagement process, the areas we collectively need to focus on include:

› **Academic reputation** – Growing and improving our academic reputation in Ireland and internationally;

› **'The UL graduate'** – Educating outstanding graduates and active citizens;

› **Supporting our people** – Enabling our staff to achieve their ambition;

› **'Civic University'** – Actively engaging with our city and our region to support the region and economy;

› **Inclusion and diversity** – Embracing and promoting an open and welcoming campus for all;

› **Dynamism** – Continually challenging our ambitions and proactively seeking out new opportunities.

In short, our efforts are focused on positioning UL at the forefront of developing practice in education and research while providing an enriching student experience and contributing to our city and region through academic excellence.

"UL must share expertise and knowledge through research, education and engagement for the benefit of society"

Higher Education Perspective

Legislative and Statutory Requirements

The University of Limerick operates under national legislation and the Universities Act, 1997. The overall authority for the affairs of the university is vested in the Governing Authority, which is appointed in accordance with the Act.

National and International Policy and Frameworks

The University of Limerick recognises the national policy context in which it operates. The development of this strategy is informed by relevant national policy and framework documents and is aligned to the Higher Education Authority Strategy and Performance Dialogue 2018-2021.

Changing demographics, greater student mobility and evolving requirements and practices in higher education have all contributed to the ambitions we have outlined in this strategy. We also want to meet global challenges, in particular the UN sustainable development goals, through our community and volunteer programmes.

We are committed to contributing to the national objectives of quality and academic excellence, developing a talent pipeline for our citizens, ensuring equity of access, leading and contributing to world-class research and development through national and international engagement, and ensuring governance, leadership and operational excellence.

We are committed to attaining the highest standards of inclusivity, dignity, human rights and gender balance in all the work we do and to promoting and supporting the health and wellbeing of all our students, staff and visitors.

Graduate Entry Medical School Research

Vision, Mission, Values

Vision

The University of Limerick will be a community of scholars with a global reputation for excellence, creativity, innovation, entrepreneurship and engagement.

Ultimately, we want to create a destination of excellence in education, research and innovation that will attract the highest-calibre staff and the best students from all sections of society, both in Ireland and abroad, and ensure that Limerick and the Mid-West are recognised as great places to live and work.

Mission

Our mission is to build on the expertise of our scholars in creating, harnessing and imparting knowledge for the benefit of our students and the enrichment of our community.

The students and their future impact on society is at the heart of all we do.

We must maintain a standard of excellence in education, training, research and innovation so that we can deliver on the needs of society and of our students, staff and graduates, and we must ensure that our students have the opportunity to become leaders in their chosen careers.

Values

The University of Limerick fosters curiosity, creativity and academic excellence in an inclusive community committed to social good.

Our core values are:

› **Creative and Innovative**
Shape the future by looking at things differently to others. Appreciating risks but trusting our judgement.

› **Inclusive and Diverse**
Welcoming all. Rooted in Europe but global in reach.

› **Ethical and Sustainable**
Doing the right things, in the right way, for the right reasons. Tackling national and global challenges, and supporting sustainable goals.

› **Supportive and Transformational**
Empowering our students and staff to lead.

› **Ambitious and Driven**
Working with all to push the boundaries of knowledge.

Niche Orla de Brí
North Campus

Our Ambition

Our university will enhance our community and our region as a preferred location in which to visit, work, study and live. In implementing this plan, we will transform the University of Limerick beyond being a regional university into a national – and indeed international – university located in the Mid-West region of Ireland.

We are known for the quality of our graduates and the success of our alumni.

Over the next 50 years, we will further build our reputation internationally as a university recognised for its research, impact and distinctiveness and as a significant contributor to solving global challenges.

Through our transformational approach to education, we will deliver the highest standard of student experience and achievement.

We will aim to become the university of choice in Ireland for national and international postgraduate students, which will develop our intellectual depth and ensure our sustainability.

We will place enterprise and entrepreneurship at the heart of what we do to build regional and national skills and help sustain and build our economy.

UL alumna Professor Brigid Laffan addressing a UL Alumni Gathering in Brussels

Goal 1
Transforming Education

Goal 2
Research Excellence

Goal 3
Internationalisation

Goal 4
City and Region

Goal 5
Operating Model

Academic Reputation

The UL Graduate

Our Ambition

Dynamism

Inclusion and Diversity

Civic University

Supporting Our People

"[We must] prioritise investment in technology to futureproof education"

C-Pen Text Reader
Assistive Learning Technology

Goal 1
Transforming Education

Our academic model delivers flexible learning, responds to and shapes national and international student aspirations, addresses regional and national skills needs and educates professional leaders for the future.

We will build on our academic excellence and capabilities in transformative pedagogies, digital literacies and self-governance as well as innovative and collaborative curricula. We will work in close collaboration with relevant partners, including business, industry, government, national and international educational institutions, communities of interest and our alumni network. Our goal is to foster a student-centred learning environment to enable students to develop as independent, creative and critical thinkers, which will help them to become engaged citizens, professionals and potential future leaders.

Our Priorities

Excellent student experience

Objectives

› Diversifying our student body through internationalisation, widening access and growing postgraduate education

› Facilitating and promoting flexible learning through the design and delivery of bespoke professional development and executive education programmes

› Nurturing disciplinary foundations and interdisciplinary exchange and collaboration

› Enhancing student mobility through international short-term and semester-based study and placement opportunities and fostering modern foreign-language learning

Transforming learning

› Developing flexible learning spaces in support of student-centred, technology-enhanced and enabled learning approaches

› Developing new curricula, challenge-driven and collaborative learning modes, and cross-disciplinary sharing and exchange

› Embedding entrepreneurship in all our programmes at undergraduate and postgraduate levels, with a focus on curiosity and the imagination

› Developing our progression and awards strategy, providing flexibility for all students and facilitating lifelong learning

› Stimulating access to active and personalised learning through educational technology provision and use

Our Priorities

An international university in the Mid-West

Objectives

› Embedding global perspectives into the curriculum, fostering cross-cultural competencies and growing international partnerships

› Developing an academic reputation that helps retain talent in the region and attract students from across the country

› Addressing national skills needs by offering postgraduate degree and apprenticeship programmes that build on our expertise in areas such as artificial intelligence, aircraft leasing and teaching leadership

› Developing innovative learning in partnership with other academic centres and industries so that we can adequately address rapidly changing skills needs
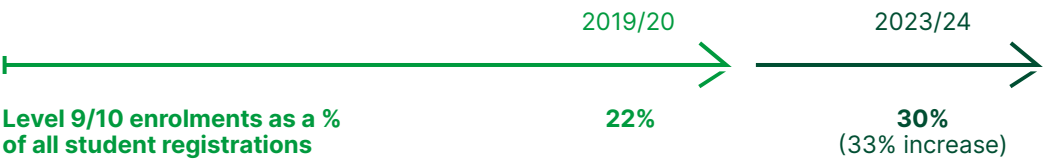
"Being entrepreneurial, particularly in technology, gives UL a distinct identity"

Professor Stephen Kinsella lecturing in the University Concert Hall

How we will measure our success

- Greater student engagement through investment in flexible learning and innovative learning spaces

- The growth of postgraduate programmes and industry-led continuing professional development, including the development of the UL Limerick City Campus as a graduate centre in business technology and academies of learning with enterprise

- The development of a student stream similar to Co-op for entrepreneurship and creativity at both undergraduate and postgraduate levels

- The development of UL as a 'Digital University' that supports the delivery of educational technology across the institution and the deployment of data-driven learning analytics tools and that promotes better student engagement

- A greater share of students from outside of the region

- An increase in the number of programmes that address national skills needs

2019/20   2023/24

Total number of student registrations   **15,481***   **19,416** (25% increase)

*as at start of AY 2019/20

2019/20   2023/24

Level 9/10 enrolments as a % of all student registrations   **22%**   **30%** (33% increase)

Goal 2
Research Excellence

Defined by excellence and impact, our research positions us as a leader in addressing global challenges.

The national and international reputation of a university is inextricably linked to the calibre and impact of its research. We will focus on building our research culture, capacity and capability to further establish ourselves as a research-led university of choice for high-quality students and staff. We will continue to build on our interdisciplinary programmes in materials, software, advanced manufacturing, applied mathematics and health and will further develop our research institutes - the UL Bernal Institute, Lero and the UL Health Research Institute - to build on this success. However, we also recognise that we must expand our research into other areas if we are to achieve our objective of building UL's academic reputation.

Our Priorities

Objectives

**Broaden our
research programmes**

› Building on existing areas of excellence so we
can develop interdisciplinary programmes that
address global challenges in areas such as
digital transformation and health

› Being agile – further enhancing knowledge and
discovery in niche and novel areas

› Diversifying our research funding in support
of sustainable growth and excellence
with a particular focus on EU and non-
exchequer funding

**Build partnerships
and collaborations**

› Extending our national and international reach
by strengthening and developing our strategic
partnerships with leading universities, industry,
business partners and agencies

› Facilitating our students and staff to be
leaders of, and active contributors to, global
research programmes

› Adding to the intellectual depth and experience
of our research by attracting international
experts and visiting scholars to UL

"UL must attract the best researchers at all levels, including PhD students"
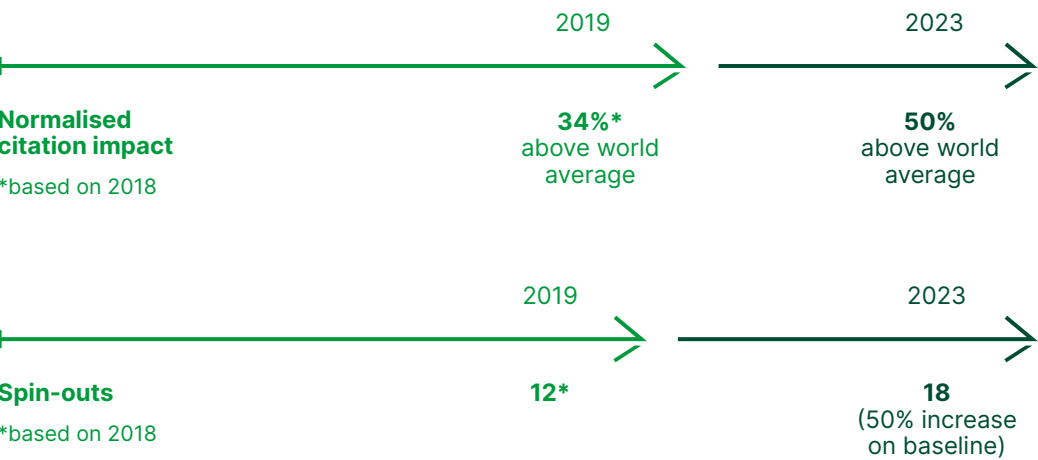
Our Priorities

Objectives

**Research
with impact**

› Embedding a culture of research, innovation
and entrepreneurship in our students and staff

› Building symbiotic relationships with partners
where impact is considered at all stages of the
research programme and knowledge transfer
is facilitated

› Translating our research findings to offer
maximum impact to people, society and
economies and addressing the UN sustainable
development goals

› Developing research-led, flagship
postgraduate programmes that showcase
our areas of strength and enhance our
international reputation

Titan Themis Microscope
Bernal Institute

How we will measure our success

- More diverse research funding, with a particular focus on EU and non-exchequer funding and high-value awards

- The development of a range of national and international academic and industry research networks

- Improved global rankings

- An increase in knowledge transfer through licenses, patents and industry partnerships

- A wider range of structured postgraduate programmes in areas of research investment

- More focus on innovation and entrepreneurship amongst students and staff, with an increase in UL spin-out companies

Normalised citation impact

*based on 2018

2019	2023
34%* above world average	**50%** above world average

Spin-outs

*based on 2018

2019	2023
12*	**18** (50% increase on baseline)

Goal 3
Internationalisation

Our creative and entrepreneurial approach and programmes attract, develop and retain high-calibre international students and staff, leading to the diversification of our community.

We recognise the need to enrich the academic and intellectual experience of our student and staff communities through internationalisation. We also recognise the need to develop our global reach so as to grow our academic reputation. We will accomplish these goals by honing our programmes to meet global market needs, by attracting leading international academics and by continuing to facilitate international partnerships in research and education.

Our Priorities

**Diversify our
UL community**

**A high-quality experience
for international students**

Objectives

› Diversifying our student body, targeting global markets aligned to our areas of excellence, and maximising funding opportunities

› Attracting international academic leaders with varying perspectives so that we can enhance our research capabilities and enrich the student experience

› Developing our language offering, providing all students with a second language option reinforced through our leading position in the Erasmus programme

› Enhancing the international student experience by delivering quality, coherent and integrated graduate offerings and engaging our students in industry

› Enriching our international education programmes through a comprehensive suite of supports that, together with the academic experience, make UL the Irish university of choice for international students

› Supporting international student and staff exchange and study abroad through our extensive network of partnerships, for example, the Erasmus programme

"Internationalisation should complement the regional objective, not compete with it"

Our Priorities

**International
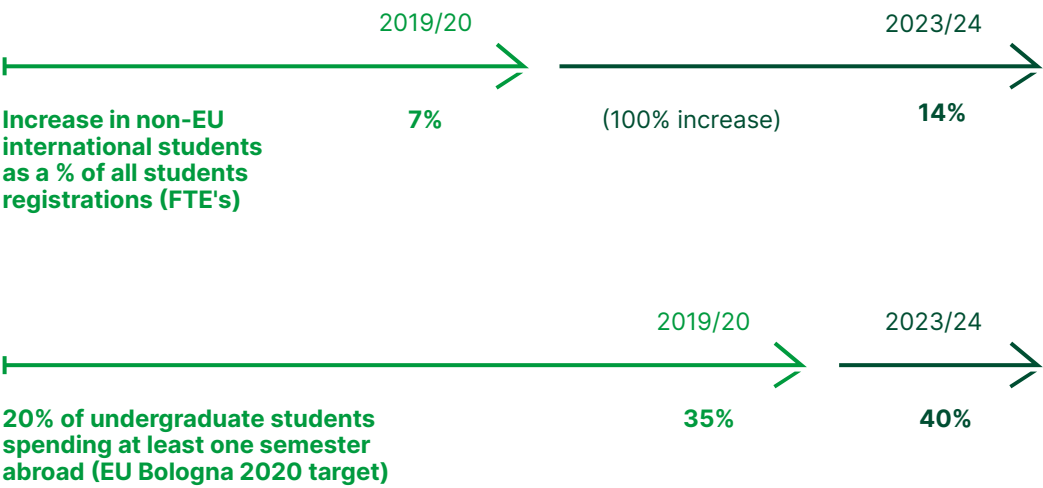partnerships
that enhance our
global ranking**

Objectives

› Fostering research partnerships with leading global partners in education

› Partnering with emerging European universities, specifically with those that share our enterprise culture

› Engaging in EU programmes, in particular Horizon Europe, European University Initiative, European Research Council (ERC) and Marie Sklodowska-Curie training opportunities, while continuing and growing our partnerships with UK universities

› Supporting programmes that tackle global challenges and the UN sustainable development goals in areas where we have expertise, such as health and education

› Engaging in global university networks that contribute to the professional and academic development of the university

Graduation at University of Limerick

How we will measure our success

- › Greater diversification over time in our student and staff body

- › More international opportunities for our students and staff

- › Greater internationalisation of our flagship PhD programmes in targeted areas

- › Increased EU funding, particularly individual academic awards and research partnerships

- › An increase in the number of leading international academic appointments or joint appointments in selected academic fields

- › Greater participation in international partnerships and networks that tackle global challenges

- › Improved university impact rankings

2019/20 → **2023/24** →

Increase in non-EU international students as a % of all students registrations (FTE's) | **7%** | (100% increase) | **14%**

2019/20 → **2023/24** →

20% of undergraduate students spending at least one semester abroad (EU Bologna 2020 target) | **35%** | **40%**

Goal 4
City and Region

Our engagement with the city and region enriches communities and enhances opportunities for all who live there.

We support the implementation of the Government's 'Project Ireland 2040 - National Planning Framework' and 'Limerick 2030', which will, in turn, support the development of a stronger Limerick and Mid-West region. This will contribute to the city and region being regarded as a preferred location to visit, work, study and live, making UL more attractive for prospective students, staff and industry partners.

Our community engagement, in particular our focus on equality of opportunity for access to university education and training, is a huge part of who we are. We will continue to accommodate non-traditional learners, students with disabilities, those who are socially disadvantaged, and those from the Travelling community. Acknowledging that access to third level goes beyond our institution, we will work with Limerick Institute of Technology, Mary Immaculate College, Limerick City and County Council, local authorities and other partners to further develop access opportunities across the Mid-West.

We are committed to contributing to the development of sports, arts and cultural offerings in the city and region through our campus programmes and facilities, including the Irish World Academy of Music and Dance, the Irish Chamber Orchestra and the University Concert Hall.

Our Priorities

Social and economic development

Objectives

› Strengthening our role as a contributor and influencer of cultural life in the city and region through the provision of education and training, performance facilities, talent and expertise

› Working with local authorities in the region, identifying opportunities to support the redevelopment of Limerick city and the broader Mid-West region

› Working with Mary Immaculate College and the Limerick Institute of Technology in developing Limerick city as a hub for third-level education

› Informing and influencing regional and national discussions through the contribution and expertise of our people, in particular in the implementation of the National Development Plan

"UL is a leader in education and in empowering our communities"
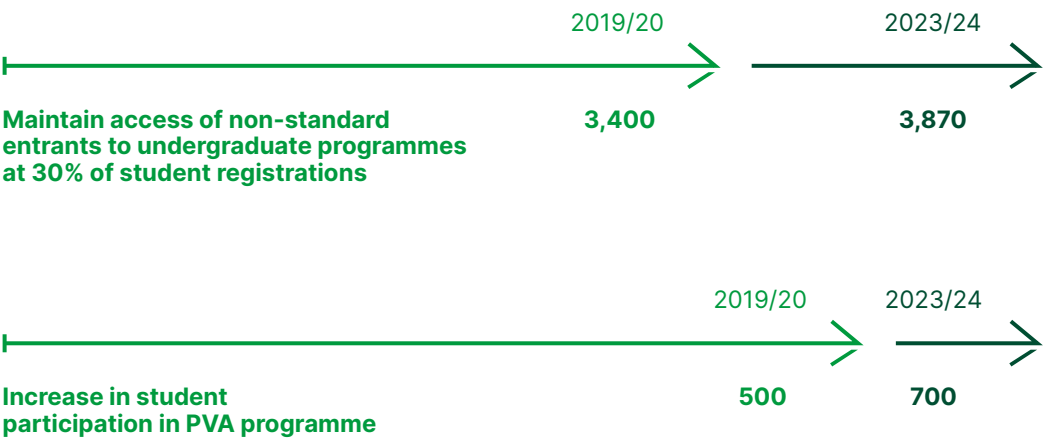
Our Priorities

Community engagement

Objectives

› Ensuring the UL Limerick City Campus contributes in a major way to the rejuvenation of Limerick city

› Further enhancing community engagement and access programmes so that we can foster engaged and accessible learning and entrepreneurship

› Continuing to support local voluntary bodies, for example, through the President's Volunteer Award programme and recognition awards

Munster Rugby
University of Limerick

How we will measure our success

- › Greater access for non-traditional students and disadvantaged groups from the city and region, including asylum seekers and the Travelling community

- › Further development of access programmes across UL, Limerick Institute of Technology and Mary Immaculate College

- › Establishment of the UL Limerick City Campus at the junction of Sarsfield Bridge and Honan's Quay as part of the rejuvenation of Limerick city

- › Engagement with local councils on regional planning, for example, the proposed Special Development Zone led by Clare County Council

- › Faster commuting to and from the campus through city and regional transportation planning

- › Further development of community facilities as part of our infrastructure framework planning, such as the UL Fab Lab Limerick and Access Campus at the Limerick Enterprise Development Partnership (LEDP)

- › Greater engagement with local networks to promote entrepreneurship, innovation, technology and engineering, for example, Limerick for IT, Innovate Limerick

- › Greater student and staff engagement in voluntary programmes through UL Engage and community networks

	2019/20	2023/24
Maintain access of non-standard entrants to undergraduate programmes at 30% of student registrations	3,400	3,870

	2019/20	2023/24
Increase in student participation in PVA programme	500	700

Goal 5
Operating Model

Our commitment to a programme of continual improvement empowers our people to achieve excellence, regardless of their role.

Our operating model determines how we structure ourselves, how we allocate responsibilities, how we incentivise our operating units, how we encourage and support our people and how we promote gender equality and opportunity.

We will ensure that our staff have clarity in relation to their roles and responsibilities and that central and devolved academic and support unit resources operate in a focused and complementary way. Key to our success will be the authority, incentives and support we give our management to implement UL's strategic objectives.

Our Priorities

Empowering our people

Objectives

› Implementing and embedding revised organisational structures, processes and governance that support our strategic ambitions

› Recognising the importance of good management and administrative resources and providing improved developmental opportunities

› Implementing and supporting equality, diversity and inclusion, including the committed work that underpins our Athena SWAN accreditation, our Gender Equality Action Plan and our Equality and Human Rights Strategy

› Enhancing the contribution of staff and meeting their career aspirations

› Maximising current revenue streams and identifying new ones to compensate for the fall in government funding

› Placing UL on a more sustainable footing to secure the university's autonomy and to support future investment in academic facilities and professional support functions
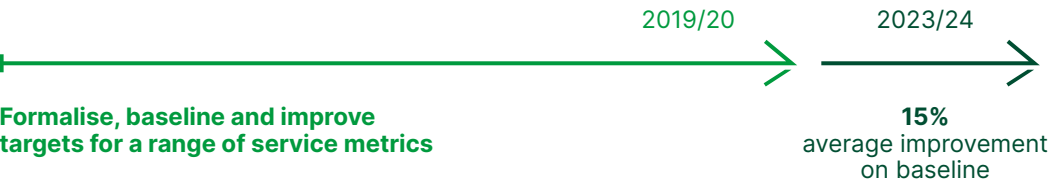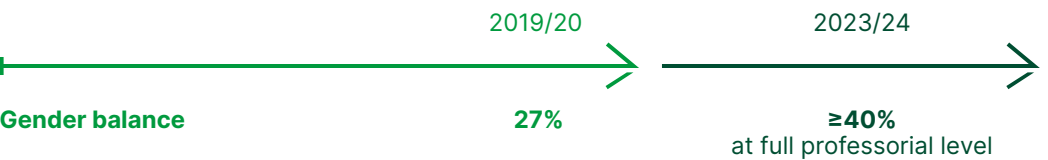
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Our Priorities

Staff development, systems and supports

Objectives

› Producing a staff development strategy and leadership development programme

› Implementing a new, aligned workforce allocation model

› Developing staff career pathways guided by performance

› Developing an all-staff annual strategic planning conversation that addresses ongoing performance and new opportunities, and aligns strategy with recruitment and financial planning

"[We will] produce dynamic and challenging graduates and staff"

How we will measure our success

- Annual strategic, financial and recruitment planning framed by performance and opportunities

- Implementation and embedding of revised organisational structures and processes that support the attainment of UL's strategy and that enable our people to achieve their ambitions

- The award of an institutional Athena SWAN Silver accreditation as part of the implementation of our Equality and Human Rights Strategy and our Gender Equality action plan

- Delivery of a clear, multiannual staff development strategy and leadership development programme

- Implementation of a transparent and tailored workforce allocation model

- Implementation of our Healthy UL Framework for staff and students

2019/20   2023/24

Gender balance   **27%**   **≥40%**
at full professorial level

2019/20   2023/24

Formalise, baseline and improve targets for a range of service metrics   **15%**
average improvement on baseline

Implementing the Strategy

A strategy document is only as valuable as the commitment to its implementation. UL is committed to implementing the strategy.

To ensure we do so successfully, we will establish a high-level implementation plan and a performance framework and will mandate each faculty and unit to develop plans that will identify priority actions and contribute to the delivery of our overall objectives.

Through our annual strategic planning process and the development of individual faculty, research and administrative plans, we will ensure that progress against the implementation of our strategy will be continually aligned to our financial and resource planning. These plans clearly outline the contribution and responsibility of each faculty and department towards realising the UL@50 strategic plan.

Of course UL exists within a wider institutional context, and different parts of the institution have their own strategies and plans. These include our HEA Compact, UL Framework for

Built Development, UL Equality and Diversity, UL Research, Transformative Pedagogies, UL Global Engagement, UL Healthy Campus Framework, UL Health Research Institute and Bernal Institute strategies and others. All existing strategies and plans will support the implementation of the UL@50 strategic plan.

In addition, we will identify, develop and implement key cross-campus projects to support the achievement of our strategic ambitions.

Finally, it goes without saying that the full strategy implementation plan will be initiated, monitored and measured by both the Executive Committee and Governing Authority. Key performance measures that align to the national System Performance Framework will be developed to help us achieve our overall outcomes.

Maguire's Field Launch
University of Limerick

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