



Kemmy Business School

STRATEGIC PLAN

2013-2016



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PROVIDING **LEADERSHIP**

IN ECONOMIC, SOCIAL & COMMUNITY DEVELOPMENT





MESSAGE FROM THE DEAN

The construction of a strategic plan is an important task for any organisation. For the Kemmy Business School (KBS), it is a particularly critical process given the economic turmoil with which we are confronted. For this reason, I am particularly appreciative of the manner in which staff in KBS have involved themselves so constructively in the process.

Given the central role that the University of Limerick's Strategic Plan 2011-15, *Pioneering and Connected*, plays in the life of the university, we took an early decision to present the KBS Strategic Plan 2013-16 in a format that reflects university strategic priorities. This ensures that we are aligning our goals to the broader goals of the institution and affords us the opportunity to play a more central and focused role in strategy implementation at various levels.

This strategic plan distinguishes itself from the merely aspirational by virtue of the inclusion of tangible actions and outcomes that are subject to measurement and review. This level of accountability introduces a key dynamic into the implementation process and will require that we pay close attention to the means by which we interact with our strategic plan over the next four years.

Dr Philip O'Regan

Dean, Kemmy Business School

Déan, Scoil Ghnó Kemmy



1: CONTEXT FOR STRATEGIC PLAN

The development of a strategic plan for a business school must be informed by the key strengths of the school and by a firm and honest recognition of current challenges.

Above all, the plan must be guided by key principles. Moreover, for a business school devising a strategic plan in the aftermath of a serious financial crisis and at a time when new technological and pedagogical challenges and opportunities are emerging, there is a need for some reflection on the role a business school should play. These considerations should inform the manner in which we address the needs and aspirations of our various stakeholders, including the business community, wider societal interests and, especially, our students.



The KBS Strategic Plan 2013-16 has been developed with these principles and contexts in mind. One key paradigm underpinning our focus is that a business school must be prepared to lead rather than simply follow. This principle must guide all aspects of our teaching, research and contributions to the local, national and international community. The embodiment of the principle can be found in the mission statement of the school:

“As a leading Irish business school in a public university system, KBS is committed to excellence in teaching and to fostering knowledge and understanding of business and society within a diverse, research-active and socially engaged environment.”

The emphasis in the mission statement on academic excellence and social commitment is no accident; it arises from the legacy of the late Jim Kemmy, after whom the school is named. Jim Kemmy spent his life working for the betterment of all in society, and the school’s mission statement is a fitting reminder of the need to view education as a contributor to social good as well as a means to economic prosperity.

In these contexts and against the background of some very significant challenges and opportunities, KBS has identified four key goals through which we aim to enhance our national and international reputation:

1. To provide an outstanding and distinctive student-centred education
2. To strengthen excellence in research
3. To further internationalise all relevant aspects of KBS
4. To provide leadership in economic, social and community development

These strategic goals reflect long-established core values of KBS, which find expression in a commitment to:

- Promote learning and discovery
- Focus on students
- Ensure social responsibility and ethical behaviour
- Foster academic freedom
- Enhance knowledge
- Promote access and diversity
- Foster an international perspective
- Support staff and self-development
- Facilitate involvement of industry
- Continually improve.

The remainder of this document elaborates on these four key goals and specifies the actions that need to be taken to achieve each.

2: VISION & **STRATEGIC GOALS**



OUR VISION is to be a business school that delivers an outstanding educational experience, is research active, internationalised and socially engaged, with an international reputation for specialist areas of expertise.

STRATEGIC GOALS

We have identified four clear strategic goals which will guide the direction of KBS over the next four years and help us realise our vision. These goals, which closely align to those of the university, are summarised in *Table 2.1* below.

TABLE 2.1
Strategic goals for KBS

GOAL 1	To provide an outstanding and distinctive student-centred education
GOAL 2	To strengthen excellence in research
GOAL 3	To further internationalise all relevant aspects of KBS
GOAL 4	To provide leadership in economic, social and community development

GOAL 1 *To provide an outstanding and distinctive student-centred education*

Providing an outstanding education is essential to developing students who can undertake a full and empowering role in business and society. Such an approach enables our students to develop world-class business skills combined with an understanding of their responsibility as global citizens. KBS has a strong reputation for the quality of its teaching. Nevertheless, in the context of the challenges facing our students and society, significant new initiatives will be undertaken. These will include a more active engagement with evolving learning options, platforms and technological innovations.

GOAL 2 *To strengthen excellence in research*

Excellence in research is vital in order to ensure that the impact of KBS on our stakeholders and the economy is maximised. Strengthening our research activity is also important for attracting exceptional faculty members and further developing a vibrant research culture. As part of the school's last strategic plan, measures were put in place to further refine the research focus within KBS. The next stage involves the further implementation of this strategy, in particular the consolidation and extension of the theme-based research approach and the parallel development of department-based strategies.

GOAL 3 *To further internationalise all relevant aspects of KBS*

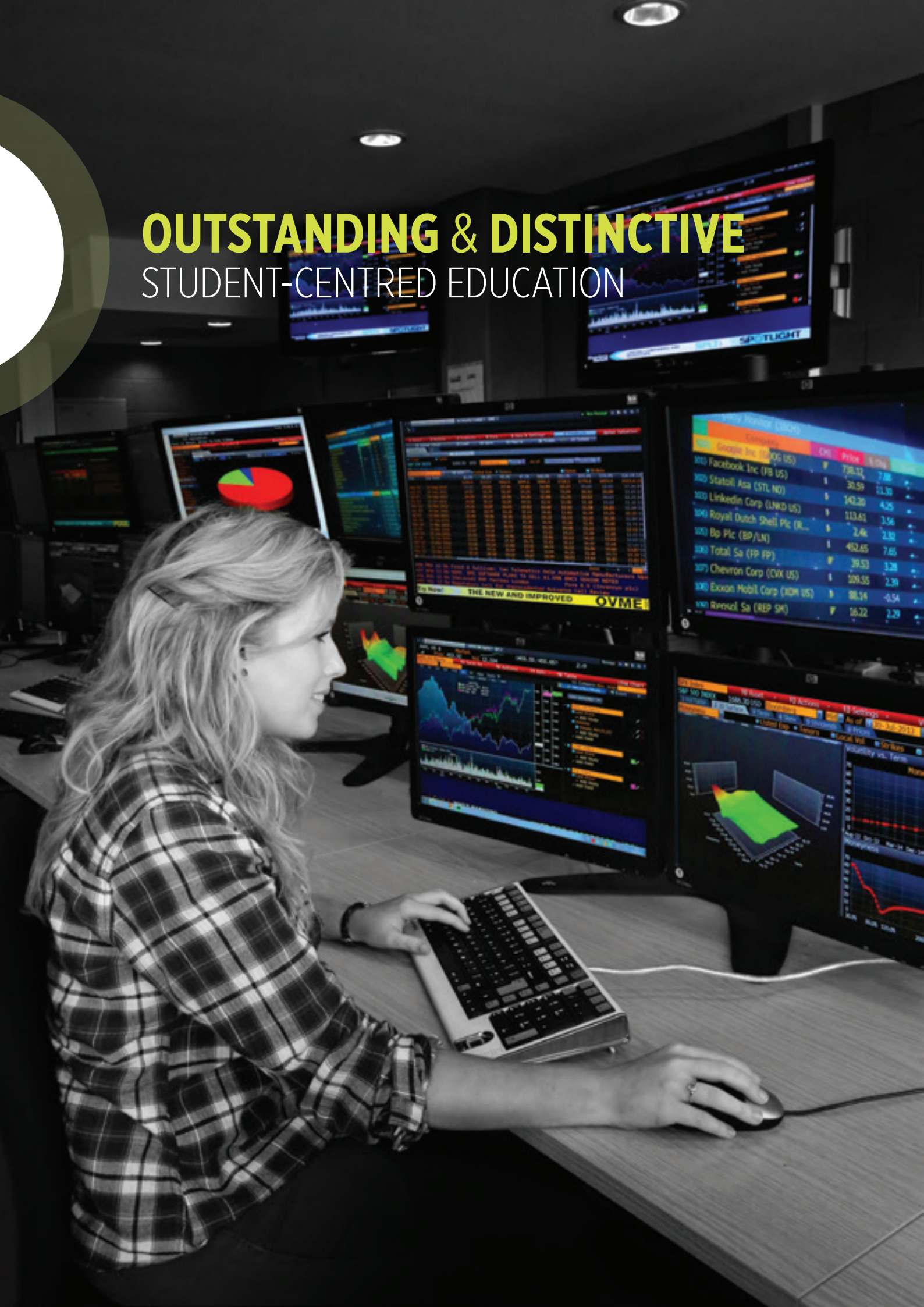
An international focus in all relevant areas of our activities is one of the major goals of this strategic plan. This recognises the growing dependence of our students, in particular, and of Irish society, in general, on international linkages. More of our students now seek employment in other countries than did so in the past, and those who secure employment in Ireland will be increasingly dependent on international business. Furthermore, the number of international students on our programmes continues to grow. Our responsibility as global citizens requires a new international focus. We will support this by internationalising all relevant aspects of our activities.

GOAL 4: *To provide leadership in economic, social and community development*

As a leading business school, we have a responsibility to provide leadership in economic, social and community development. Since this requires active engagement with various communities, we will ensure that we are increasingly alert to and interacting with these groups. In relation to our students, for example, we will continue our commitment to pioneering access to education for students from the full range of social backgrounds. We will also engage more fully with representatives of regional, national and international agencies and interest groups.

In the next section we outline the actions that will be taken to achieve each strategic goal.

OUTSTANDING & DISTINCTIVE STUDENT-CENTRED EDUCATION



3: ACTIONS TO ACHIEVE **STRATEGIC GOALS**



GOAL 1: TO PROVIDE AN OUTSTANDING AND DISTINCTIVE STUDENT-CENTRED EDUCATION

The key actions that will be taken to enhance the reputation of KBS for the provision of an outstanding and distinctive student-centred education are outlined in *Table 3.1*. These initiatives will run in parallel with our ongoing actions to utilise innovative teaching approaches and support academic staff in evaluating and developing their teaching capabilities.

TABLE 3.1

Actions to enhance the provision of an outstanding and distinctive student-centred education

3.1	Further enhance the student experience.
3.2	Develop programmes and curricula that map to the UL graduate attributes.
3.3	Secure additional accreditation and validation for KBS and its programmes.

3.1

FURTHER ENHANCE THE STUDENT EXPERIENCE

Students consistently remark on the quality of their experience in KBS. They comment, for instance, on the availability of academic and support staff, the quality of teaching and the excellence of the physical environment. KBS undertakes to continue to commit resources to these areas and to facilitate greater involvement by students in the various activities that contribute to their educational experience here on campus. To ensure continual improvement in this area, KBS will facilitate participation by both academic and support staff in a wide range of personal and career development opportunities.

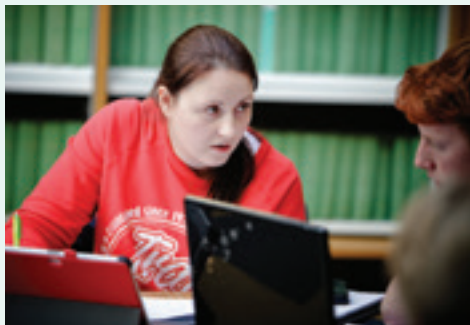
While students do comment favourably on the quality of their experience at KBS, the rapid growth of the University of Limerick (UL) in recent decades might dilute the strong sense of common purpose that has characterised the campus community since our foundation. Because our programmes involve considerable interaction between lecturers and students, KBS has, to a degree, been able to alleviate this dynamic. The move into our new building offers an opportunity to significantly improve the student experience by, for example, encouraging a sense of place and belonging in a campus that has grown hugely in recent years.

Interaction between students and lecturers is key to the student experience and can, we believe, lead to increased student motivation and higher levels of engagement. Moves that are under way to encourage this dynamic include, for example, arranging for more KBS lectures and tutorials to be scheduled in the KBS building; increasing the number of office hours during which students may drop in to speak with lecturers; widening access to the building to groups other than those currently availing of it; broadening the diversity of the student body by, for example, focusing on increasing the numbers of mature and international students; and organising more student-centred events to promote their engagement and identity within KBS. As part of this process, KBS will gather information on the levels of student and faculty engagement through, for example, annual surveys.

These initiatives are intended to encourage students to develop a sense of commitment to the school and to enhance levels of engagement which, in turn, will assist in developing a stronger sense of community within KBS. This sense of shared purpose has the potential to become both a by-product of these initiatives and a source of motivation and pride. As part of this process, KBS alumni, a long-overlooked resource, will be invited to become more involved in these and other activities.

Changes in the external environment include challenges and opportunities deriving from diverse and evolving learning platforms, as well as new and mixed modes of delivery. This presents an opportunity not only to reach a wider group of students outside of the traditional face-to-face format, but also to enrich the experience of students on campus.

KBS will respond to new technology-based approaches to delivery that are democratising and extending educational and pedagogical possibilities. On the one hand, this will open up various distance-learning and blended-learning opportunities as well as presenting the challenge of deploying new technologies in a manner that fully appreciates the student as a partner in learning. On the other hand, it will mean that KBS must engage proactively with the broader opportunities presented by these possibilities.





3.2

Develop programmes and curricula that map to the UL graduate attributes

With a view to enhancing the educational experience and employability of its students, KBS is constantly involved in a process of programme introduction and development. Increasingly, this draws on areas of academic staff expertise and strengths. KBS will continue to develop its portfolio of undergraduate and postgraduate programmes in such a way that it offers a full range of programmes at both levels. As part of this process, KBS will develop postgraduate taught programme offerings based on areas of niche strength/opportunity and on market demand. KBS will also pursue the recruitment of senior academics, including professors, in relevant areas.

UL has developed a set of attributes that graduates of the university should possess. By the time they graduate, it is envisaged that students will have become 'proactive', 'creative', 'articulate', 'responsible', 'knowledgeable' and 'collaborative.' KBS will develop and deliver curricula that foster such attributes, thereby making graduates more attractive to employers and capable of engaging in a reflective manner with rapidly changing environments.

To develop and deliver curricula that map to the UL graduate attributes, KBS will integrate the attributes across its programmes and will ensure that the delivery of these programmes is tailored towards these attributes. In addition, KBS will regularly review its offerings to ensure that they are current and relevant. This process will include the formalisation of pre-term and in-term faculty meetings to ensure that there are no gaps or overlap in curriculum delivery.

3.3

Secure additional accreditation and validation for KBS and its programmes

KBS has achieved prestigious accreditation and validation of its programmes. These include EPAS accreditation for the BBS and MSc in Human Resource Management (HRM), which makes KBS one of only two business schools in Ireland to have an EPAS rating for a postgraduate programme. In addition, KBS is the only business school in Ireland to have secured Centre of Excellence Designation from the Certified Institute of Personnel Development (CIPD). KBS programmes have also achieved recognition/exemptions from leading professional bodies, including all of the relevant major international accounting bodies. Furthermore, we have a distinctive accreditation arrangement with the Revenue Commissioners. KBS has achieved a 3 Palmes rating from Eduniversal, which measures the international reputation of business schools. This rates KBS as an Excellent Business School which is nationally strong with extensive international links. It also identifies specific programmes, such as our MA in International Tourism, as amongst the Top 100 in their area.

Viewing accreditation as an important marker of quality and prestige, KBS commits to seeking accreditation from AMBA and AACSB. In addition, it will assess whether its programmes are suitable for other accreditations and validations and will prioritise accordingly.

GOAL 2: TO STRENGTHEN EXCELLENCE IN RESEARCH

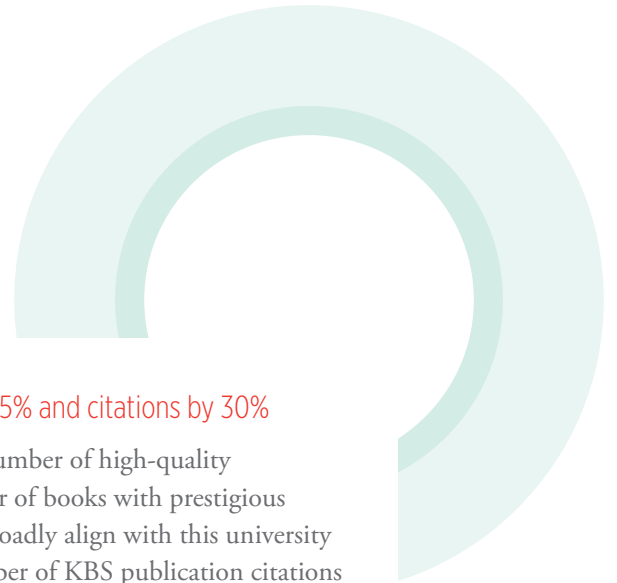
Enhancing our research will build on our recent achievements in increasing the research focus within KBS. Since November 2008, KBS has developed an integrated research strategy in which four sub-themes operate under the umbrella theme of ‘Organisation Science and Public Policy’. The sub-themes represent a combination of existing research strengths and key emerging fields.¹

Table 3.2 below outlines the key actions that will be taken to strengthen excellence in research.

TABLE 3.2
Actions to strengthen excellence in research

3.4	Increase the number of high-quality publications by 15% and citations by 30%.
3.5	Apply for a UL priority research centre in ‘organisation science and public policy’ in 2012/13 and support the development of department-based research strategies.
3.6	Increase involvement in international research networks and attract more international research conferences to KBS.
3.7	Identify the ‘translational impact’ of KBS research on public policy and organisational change.
3.8	Increase and diversify funding sources.

¹ The four research themes are: ‘Work, Knowledge and Employment’; ‘Services Economy and Tourism’; ‘Entrepreneurship, Innovation and Marketing’; and ‘Public Policy, Enterprise, Governance and Sustainability’. Academic staff can be members of one or more themes.



3.4

Increase the number of high-quality publications by 15% and citations by 30%

UL has set a university-wide target of increasing the number of high-quality publications in ISI Web of Knowledge and the number of books with prestigious publishers by 20% over a five-year period. KBS will broadly align with this university target. Additionally, we will strive to increase the number of KBS publication citations by 30%. Both targets will involve the dedication of additional academic and financial resources in the form of, for example, recruitment of professors, support for research assistants, post-doctoral associates, conference attendance and the pursuit of relevant qualifications.

Building on the current KBS Research Metric (which provides details of KBS research activity since 2006 under 18 research headings), we will continue to maintain and enhance our database of KBS research performance indicators in tandem with the UL Research Office and, in particular, its new management system (ULRIS). In addition to ISI, KBS will use Scopus and ABS as part of its metrics. The overriding objective of these metrics will be to benchmark KBS research over time so as to take stock of our achievements as well as driving and improving our research activities and outputs. The information in the metric will be updated and collected biannually.

3.5

Apply for a UL priority research centre in 'organisation science and public policy' in 2012/13 and support the development of department-based research strategies

A Priority Research Centre (PRC) implies a research grouping that accommodates a major research activity relevant to the university's purpose, vision and goals; is of significance to the community; and merits repute beyond the university. It has the potential to be a contributor in its field of expertise at the national and international level and to provide industry and the community with a reference point in the appropriate field(s) of study. It is formally approved by the university as a Priority Research Centre. KBS will make an application for the establishment of such a centre during the academic year 2012/13. The Director who will lead this Centre is already in place. A successful application will yield additional resources for research within KBS and will provide a vehicle for the further development of research and related initiatives within the school.

As part of a research philosophy that emphasises the complementary and integrated nature of research activity, KBS will also actively support the development of department-based research strategies.

3.6

Increase involvement in international research networks and attract more international research conferences to KBS

Greater KBS involvement in international research networks will enhance the research focus of the school. In the pursuit of excellence in research, the school is fully committed to supporting a vital sabbatical policy. Actions such as this will also assist in increasing international awareness of ongoing KBS research and will facilitate a targeted increase in citations. In line with this goal, KBS aims to attract one major international conference to the school every two years. Additionally, we will pursue a determined programme of visiting professorships, secondments and academic staff exchanges in order to attract researchers of international repute to KBS.

3.7

Identify the 'translational impact' of KBS research on public policy and organisational change

'Translational research' describes research that translates into measurable benefits for the external community. It implies that our research has 'real' practical impact in terms of shaping industry, public policy and organisational change. We will build on recent KBS initiatives such as the Case Study Impact Approach and the KBS Research Bulletin to achieve this goal. Actions will also be taken to increase awareness of KBS research through the presentation of academic research in a media-friendly format.

3.8

Increase and diversify funding sources

KBS will broaden its efforts to secure more funding from national, EU and other sources. Support will be given to the writing of research funding proposals and a range of research initiatives. This will require other supporting initiatives under this strategic goal, such as the recruitment of a 'grant writer' to work with academic staff who write competitive and externally funded research application proposals. In addition, KBS academic staff will aim to increase their participation on key national and international boards and committees that influence research prioritisation and funding.

GOAL 3: TO FURTHER INTERNATIONALISE ALL RELEVANT ASPECTS OF KBS

The globalisation of the world economy means that more and more issues cross borders. Increasingly, graduates of business schools will only be able to prosper if they have the requisite skills and knowledge to comprehend an ever-changing, multicultural world. No longer will an insular view suffice. For the first time, the Irish government has set out a clear strategy to internationalise the tertiary education system. UL has established an ambitious strategy in response to government objectives, and it is incumbent on KBS to intensify and accelerate activities in relation to internationalisation. For progress to be made, it is imperative that a culture of internationalisation be embraced.

KBS commits to the key actions outlined in *Table 3.3* to promote and measure our internationalisation efforts.

TABLE 3.3

Actions to further internationalise all relevant aspects of KBS

3.9	Appoint a senior academic with responsibility for the internationalisation agenda.
3.10	Introduce or rewrite programmes and modules to give explicit commitment to international and intercultural aspects of the learning experience.
3.11	With a particular focus on Erasmus, increase student mobility, both inward and outward, by 50%.
3.12	Increase the numbers of international academic staff, academic staff exchanges and partnerships with other business schools.
3.13	With a particular emphasis on the Irish diaspora, leverage IED activity to secure additional international student recruitment at undergraduate and postgraduate levels.
3.14	Engage more deeply with the international corporate and university sectors to increase foreign university and international co-op placements by 25%.
3.15	Demonstrate an active engagement with our ethical responsibilities as global citizens.

3.9

Appoint a senior academic with responsibility for the internationalisation agenda

Ideally, this 'internationalisation champion' will be an experienced observer of international issues and trends. One of the responsibilities of this role will be the development of a data system that allows easy access to relevant information.

3.10

Introduce or rewrite programmes and modules to give explicit commitment to international and intercultural aspects of the learning experience

Programmes will include explicit reference to international and intercultural issues. New undergraduate and postgraduate programmes will be developed that facilitate better integration of international students, and clear opportunities will be established for mutually enriching learning experiences from different cultures. KBS will develop programmes that satisfy the quality mark being developed by the NQAI.

3.11

With a particular focus on Erasmus, increase student mobility, both inward and outward, by 50%

Research suggests that Erasmus students who study at KBS are very satisfied with their experience. Indeed, UL was recently selected by the EU as 'an Erasmus Success Story'. However, we have yet to fully engage with opportunities to recruit international students or to see them progress to postgraduate study. Irish undergraduates will be encouraged to take up Erasmus places abroad. Steps will be taken to recruit on-campus Erasmus students for postgraduate study.

KBS will take full advantage of EU funding under the Erasmus Mundus (Erasmus+) programme. This programme funds the establishment of masters and PhD programmes with a consortium of partner universities worldwide. It will be a clear policy goal to use the LLP/Erasmus programme as a vehicle for encouraging and facilitating staff and student mobility.

3.12

Increase the numbers of international academic staff, academic staff exchanges and partnerships with other business schools

KBS will seek to increase the proportion of permanent international academic staff currently employed within the school. This will involve advertising in international media and actively pursuing international academics who express an interest in working in Ireland. This can be complemented by a focus on incoming and outgoing faculty exchange through initiation of further inter-institutional partnership agreements and the development of facilitation measures. This work will include a particular focus on non-EEA countries.

3.13

With a particular emphasis on the Irish diaspora, leverage IED activity to secure additional international student recruitment at undergraduate and postgraduate levels

As part of the UL Strategic Plan 2011-15, the International Education Division (IED) has increased its overseas activities. IED is following government priority target countries, and future activity will focus on China, United States, India, Russia and Saudi Arabia. IED's current business plan (2011-2015) includes targets to increase the numbers of non-EU students by 50% and academic placements abroad by 30%. A number of new measures have been put in place by IED, including the opening of a Beijing office in October 2010 and the recruitment of two US representatives, one in California (2010) and one in Boston (2011). The US offers a particular opportunity for KBS, especially for one-year postgraduate study. The clear target market will be State and Liberal Arts colleges that do not have a graduate school.

In this regard, KBS alumni represent a significant potential resource for internationalisation and other activities. Significant efforts will be made to engage more actively with this ever-expanding group, many of whom are now working overseas.



3.14

Engage more deeply with the international corporate and university sectors to increase foreign university and international co-op placements by 25%

We will re-visit our approach to corporate stakeholders in an effort to inform our internationalisation efforts. We will engage more actively with the corporate sector to enhance programme content and to increase the number of overseas co-op placements by 25%. In addition, the membership of the International Advisory Board will be expanded to reflect the school's broadened international agenda.

KBS will develop undergraduate and postgraduate programmes that incorporate a significant period of study abroad at partner institutions. This will involve a fuller engagement with existing and future partner institutions. Appropriate supports will be provided to staff who engage in these and related activities.

3.15

Demonstrate an active engagement with our ethical responsibilities as global citizens

The school's international activity will reflect our moral responsibility to work with those in less-developed countries. Clear objectives will be developed to guide this work, including the identification of priority areas for intervention where the resources and skills of KBS might be deployed.



GOAL 4: TO PROVIDE LEADERSHIP IN ECONOMIC, SOCIAL AND COMMUNITY DEVELOPMENT

The fourth strategic goal of KBS is to provide leadership in economic, social and community development. We understand this to mean more than the immediate hinterland of Limerick. Accordingly, we acknowledge our responsibility to make a contribution to the development of the locality, the region, the country and, where feasible, of targeted communities overseas, as well as to communities of practice in our various disciplines.

Drawing on Jim Kemmy's legacy as a political and community leader, KBS aims to foster the development of a viable and sustainable Ireland based on the principles of fairness, equality of opportunity, community solidarity and active citizenship. As a business school, we are particularly focused on the role of business practices, financial structures and fiscal policies – all of which are key elements of our teaching and research – in delivering on this goal. We also recognise the need to prepare our students to participate in this society as active citizens. Because this carries with it both rights and responsibilities, we will actively involve our students in targeted initiatives to promote their engagement and participation in the decision-making processes of society. We will also look at how our key resources, both tangible and intangible, can best be deployed in the service of our wider group of stakeholders.

Table 3.4 below outlines actions to provide leadership in economic, social and community development.

TABLE 3.4

Actions to provide leadership in economic, social and community development

3.16	Appoint a senior member of staff to prioritise this area.
3.17	Conduct an audit of activities that are currently being undertaken.
3.18	Engage at a senior level with appropriate external stakeholders.
3.19	Increase collaboration with local schools and ensure greater access by students from a variety of social backgrounds.
3.20	Increase by 200% the number of KBS students who participate in the President's Volunteer Programme.
3.21	Ensure that the resources of KBS are deployed where appropriate for the benefit of its stakeholders.

3.16

Appoint a senior member of staff to prioritise this area

In order to give this aim equal status with the student experience, research and internationalisation, a senior member of staff will be tasked with leading our efforts under this goal. In the short term, this will involve conducting an initial audit and agreeing a set of targets.

3.17

Conduct an audit of activities that are currently being undertaken

There is a great deal of positive, albeit uncoordinated, activity underway which falls under this general heading, as demonstrated, for example, in our most recent report to the UN Global Compact. In order to strategically increase this involvement, it is first necessary to establish the current level and range of activity. Accordingly, an audit of existing activity will be undertaken with a view to agreeing targets.

3.18

Engage at a senior level with appropriate external stakeholders

As a business school, KBS engages with a broad range of external stakeholders. These connections are mutually beneficial, informing our teaching and research and exposing our students to practice in an integrated way. KBS undertakes to engage, where appropriate, with local and international bodies across a wide range of our activities, including teaching, research and student work.



3.19 Increase collaboration with local schools and ensure greater access by students from a variety of social backgrounds

The UL strategic plan recognises the importance of ensuring greater access by students from a variety of backgrounds to the educational and other resources that the university provides. We will continue to prioritise access to KBS for students from all social backgrounds, including mature students, and to champion activities in the social entrepreneurship space.

In this context, KBS will provide targeted evening classes and homework help for leaving cert students in various business disciplines. These classes can be facilitated by postgraduate and fourth year students under the President's Volunteer Awards, supported by academic staff. We will actively pursue this and other ways of working with local schools. Again, this has a double impact. Outreach to local schools will make a contribution to the overall welfare of the young people involved and will help to increase access to UL in general and to KBS programmes in particular.

3.20 Increase by 200% the number of KBS students who participate in the President's Volunteer Programme

In line with the objectives set out in the UL strategic plan, KBS will aim to significantly increase the number of our students who participate in the President's Volunteer Programme. We have set an ambitious target increase of 200% under this heading. The objective here is two-fold: if more students are involved in outreach activity, the capacity for such work within KBS will increase and our graduates will place more value on such activity. We see this as part of what can make KBS distinctive.

3.21 Ensure that the resources of KBS are deployed where appropriate for the benefit of its stakeholders

KBS has a responsibility to deploy its resources, where feasible, for the benefit of its various stakeholders. For example, the skills of KBS staff and students will be applied, where possible, to the benefit of both local communities and targeted groups in less-developed countries. In addition, the physical facilities of KBS will be made available to local social entrepreneurs and start-up businesses for networking.

4: IMPLEMENTATION GROUP



In order to ensure that the Plan is implemented and that the momentum developed during the preparation of the Plan is maintained, an **Implementation Group** will be established.

The Group will be chaired by the Dean to reflect the importance given to implementation. Four other senior members of the management team will be appointed to the Group as well as at least four other members of staff. Sub-groups will be given responsibility for implementing each of the four strategic goals.

The Group will prepare a detailed implementation plan intended to facilitate the realisation of these goals. This plan will include the following:

- Detailed timescales, including milestones for each of the actions specified to support the achievement of the goals
- Responsibility for each of the actions clearly assigned to individuals or groups, with clear deliverables set
- A system of quarterly monitoring to ensure the targets set are being achieved on time

As part of this process, the Dean will provide regular briefings to Faculty Board on implementation and will report at least annually on the extent to which targets have been achieved.





BUSINESS EXCELLENCE
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