Developing Campus Life

Plassey Campus Centre

STRATEGIC PLAN

2014-2018
Our vision of the future
Message from the Chairman

Our strategic plan sets out the blueprint for our journey over the next five years, during which we will continue to meet the changing needs of the University through new projects, refurbishment and organisational development.

Our core activity of providing student accommodation and social facilities is a key focus of our plan. We will continue to ensure that our comfortable, modern student housing and communal spaces are designed to support students’ overall development.

We will strengthen our partnership with the International Education Division to improve the lives of our overseas students and to ensure that every opportunity for students is provided within student residential living.

We aim to increase summer activity on campus, not least to maximise our contribution to the life of the region. The success of this aim will depend on close working relationships with partners on campus and in the city. We will deepen our synergy with UL Sport and University Concert Hall to extend the use of these fine facilities externally.

Limerick is designated as National City of Culture this year. This is a wonderful opportunity to highlight the relevance of the University to the cultural life of the city through both the arts and sport.

The University’s mission is the inspiration for our plan and shapes our overall direction. While this plan clearly sets out our strategic direction over the next three to five years, it is flexible enough to respond to the opportunities that will arise over that time.

On behalf of the Board I wish to extend thanks to John Field, Managing Director, and his senior team comprising Linda Stevens, John O’Rourke, Niall Murphy and Helen Walsh for the work they have put into this plan with us, and we pledge our support to ensuring its success.

Tadhg Kearney
Chairman
Message from the Managing Director

We play a very active role in the life of the campus and the wider organisation of the University, building the campus experience for a diverse range of communities. While our key focus remains our residential community, our wider brief makes us a key player in shaping the campus experience enjoyed by the extended campus community and visitors.

This plan is designed to strengthen relationships with our key stakeholders in order to achieve more in terms of activity, organisation and financial return. We wish to grow the synergies already established with our subsidiary companies, Plassey Campus Arena and the University Concert Hall.

Despite recession, there are opportunities to increase summer residential activity, which is vital to our sustainability. Greater air access to Shannon, coupled with improved marketing of our city, is putting Limerick on the map for large events, for which the University is an anchor venue.

Linkage with the city is a dominant theme in our plan. Our support for the Smart Travel Initiative, which promotes walking and cycling access to and from Limerick, and our plan to be part of the University’s downtown development project illustrate our commitment to improving the city. We also remain focussed on initiatives which will continue the University’s physical development.

Developing robust organisation is essential to the company’s future. This requires investment in people, to develop talent and skillsets and provide a great environment in which to work.

This plan presents us with challenging goals. We will bring our passion to succeed to our efforts to meet those goals, all in the interests of the University and the many diverse communities we serve.

John Field
Managing Director
Shaping an outstanding campus experience
2.1 INTRODUCTION

Our plan for the next five years follows a precedent of many years of success. Since 1985, Plassey Campus Centre has been the driving force in the development of a ‘living campus’ at the University of Limerick. Our ethos of innovation and entrepreneurship has ensured the company’s ability to be self-funding and to realise its strategic aims.

Our primary aim remains, as ever, to be student focussed. We are driven to provide an outstanding student experience. Our brief covers a wide span of diverse activity, which now includes our subsidiaries Plassey Campus Arena and University Concert Hall. While each of these entities has its own distinct mission, we share a common purpose: to support and develop the University’s relevance, to be self-reliant and to generate additional income through the innovative use of our facilities.

This plan reviews what we have achieved to date. It identifies the challenges which shape our key strategic priorities and outlines how we wish to achieve these goals.

2.2 MISSION, VISION AND VALUES

The University of Limerick’s mission is to be a distinctive, pioneering and connected institution that shapes the future through educating and empowering people to meet the real challenges of tomorrow. The mission of Plassey Campus Centre is to support the University to achieve its goals. Our vision is to deliver an excellent campus experience in an outstanding physical environment which benefits the University community and contributes to the economic, social and cultural life of the region. A number of core values shape our vision:

- Student-centred
- Self-reliant
- Striving for excellence
- Innovative
- Committed to staff development

2.3 STRATEGIC GOALS

Five strategic goals drive the implementation of our strategic plan. Our goals aim to:

- provide an outstanding student living experience
- develop and generate additional summer activity and income
- enhance social and recreational facilities and develop an outstanding campus life experience
- support the University’s contribution to the economic, social and cultural life of the region
- progress the development of the University
Our first goal is to continue to offer an outstanding student living experience by providing excellent residential facilities and services. We will do this in a supportive, safe, high-quality environment which promotes study and social engagement and fosters the personal growth of the student.

Our focus on campus living has helped to build great residential communities. To achieve our goal, we will continue to invest in our facilities. We will implement a five-year refurbishment plan which will enhance the quality of residential facilities and deepen our commitment to quality and the continual improvement of Village Management support.

To support the University in its aim to create a presence in Limerick city as part of its regeneration, we will evaluate the opportunity to develop a student ‘downtown residence’.

Our second goal is to develop and manage our summer activity to contribute to the University, the local economy and regional tourism. The summer residential activity we have developed on campus has generated additional income, supported catering services and provided student employment. Many summer events build the University’s international profile by showcasing research and networking. This activity also brings young people to campus from all over the world, many of whom may decide to study at our University as a result of a positive summer experience. Events like the Special Olympics enhance the national reputation of the University and have a significant economic impact on the local economy.

To achieve the aims of Goal 2, we will develop and execute a new business plan to increase income from summer activity. We will overcome the challenges brought about by a difficult economic climate by identifying new opportunities. We will strengthen our partnership with stakeholders in the city and the region to improve Limerick’s profile as a conference and sports event destination.

We will aim to grow our summer income by 25%. We will develop a self-catering holiday brand to attract families and casual business. We will also improve our summer business organisation to ensure that we have the necessary expertise and resources in place to realise our objectives.
DEVELOPING CAMPUS COMMUNITY

The third strategic goal is to develop campus life by enhancing social and recreational facilities to meet the needs of the campus community. To deliver the best campus life experience, we must provide social spaces which are relevant and contemporary. We will also broaden the programme in University Concert Hall to offer entertainment for students and the wider community.

We know that the Student Centre hub has become dated. We are working with the Students’ Union and the University to develop a plan for a new Student Centre. We are surveying students and reviewing best practice elsewhere to work out how to make the new centre a vibrant, sustainable space.

Our target for the achievement of Goal 3 is to work closely with existing operators to deliver necessary improvements by the end of 2015. As part of our plan the new Student Centre is expected to open in 2018.

SUPPORTING REGIONAL DEVELOPMENT

The fourth goal is to support the University’s contribution to the economic, social and cultural life of the region. While our residential communities contribute to the local economy during the academic year, our summer event and tourism activity supports employment and spend through June, July and August.

Goal 4 targets include carrying out a feasibility study on a city centre residential project in 2014, leading two significant events for Limerick City of Culture 2014, developing a UL Visitor Centre on campus by 2015. Another important target for Plassey Campus Centre is to ensure the ongoing development of both Plassey Campus Arena and University Concert Hall.

SUPPORTING THE DEVELOPMENT OF THE UNIVERSITY

Goal 5 is to continue to play a key role in the development of the University. We will support key projects here in a variety of ways. In particular, we will provide finance and cost management support on all capital projects, we will support the renewal of University facilities used to promote the campus as a conference and events venue and we will assist in the rollout of the University Capital Development Plan.
2.4 ENABLING THEMES
We have identified four enabling themes which are critical to the successful implementation of this plan: people, quality, resources and communication.

PEOPLE
The dedication, energy and entrepreneurial spirit of staff at Plassey Campus Centre are vital to the company’s success. We will strengthen our commitment to our students, summer guests and the broader University community by ensuring our policies and procedures are empowering and aligned and extend to all areas in the group of companies. We will develop the talent and skillset at Plassey Campus Centre to incorporate a management development programme which will enable people to grow within our organisation.

QUALITY
Quality delivery in our services and facilities is critical in order to achieve our strategic goals. We will develop further our quality management system and strive to review and continually improve core policies and procedures. We will ensure that our strong entrepreneurial and customer service ethos is reflected in our policies and procedures, and we will continue to benchmark our activities against best practice.

RESOURCES
The way in which we apply our resources will determine the successful delivery of this plan. We are committed to prudent financial management so that we can continue to meet capital commitments, protect our capacity for future development and reduce risk through good corporate governance. While high standards of accountability and financial control exist, we will provide flexibility to preserve and promote our culture of entrepreneurship and innovation.

COMMUNICATION
Communication is the lifeblood of Plassey Campus Centre. To achieve our goals, our organisation must act upon the challenges faced both by ourselves and our stakeholders. We will continue to evaluate our internal communication structures and strengthen our external communication capabilities to ensure we are making the most of all opportunities.

2.5 STRATEGY IMPLEMENTATION
The Board and Executive of Plassey Campus Centre has overall responsibility for implementing this plan. We will establish taskforces and cross-functional teams to facilitate that implementation. Each group will report into the central management structure, which, in turn, will report to the Board. We will ensure that all sub-groups are properly supported to provide alignment with our strategic objectives.

We will monitor the plan’s progress through our company management committee and Board by reporting on and discussing targets. A formal review of the strategic plan will take place annually.
Our role and mission
ROLE OF PLASSEY CAMPUS CENTRE

3.1 BACKGROUND

Plassey Campus Centre was established in 1985 when the former NIHE Limerick (National Institute for Higher Education), recognised the need to develop campus facilities for students. No state funding was available for campus development at the time. For that reason, the company was set up to support the teaching and research mission of the University by developing quality recreational and communal facilities on a self-funding basis.

From the beginning, our ethos of innovation and entrepreneurship made that self-funding model successful. We have remained distinct from, yet totally supportive of the University. Supported by the senior executive of the University and assisted by prominent ‘Friends’ of the University, we have developed a culture of achievement and self-reliance which has continued throughout our 29 years.

We have been a driving force in the physical development of a ‘living campus’ and have extended our mission to support sport and the arts, namely Plassey Campus Arena and University Concert Hall, which contribute significantly to the wider community.

We owe much of our success to our independent executive, which has been complemented by the support of appropriate senior University executives, a committed external Board, Governing Authority and the University of Limerick Foundation. We have achieved rapid development and are recognised as a strong University entity which successfully manages a wide and challenging brief.

3.2 THE COMPANY’S DEVELOPMENT

1985-1995:

The early years were challenging. Our first venture was the development of a communal and social student centre in what was a spartan campus environment. The success of this project proved that we could develop and manage facilities on a self-funding basis, supporting capital investment with rental income.

We recognised the need to develop the residences which would make the institution more attractive and accessible to students from outside the region.

At that time third level colleges were prohibited from building student residences so the company secured land adjacent to what is now the main University entrance, and sought tax reliefs which were available at the time to aid the development of rental property. Despite initial opposition from both the taxation authorities and the Department of Education, the company prevailed, making us one of the first third-level institutions to build residences in Ireland.

Government thinking changed as a result of our experience, and a subsequent relief scheme was introduced specifically to support the development of student housing. We began the first student residence, Plassey Village, in 1987 and completed it in three phases by 1990.

The Village offered 424 rooms in terraced housing to accommodate groups of either 4 or 8 students. In the early nineties, we went on to develop Kilmurry Village, which comprised 500 rooms and faculty housing.

During this time the management structure developed with the recruitment of key executives to direct the company’s activity. The role of the Residential Village Manager proved a successful model for managing each village.
1995–2005:
During the middle years of our 29-year span, we built 1,000 ensuite rooms in modern apartment-style villages commencing with Dromroe Village. These developments, strategically located on both sides of the Shannon, made the river a dominant and spectacular feature of the campus. On the North Campus, Thomond Village quickly created a community of 500 student residents, while the spectacular crossing, University Bridge, and the attractive treatment of the river paths, helped connect the North Campus to the broader campus community.

Rapid development at this time was fuelled by growth in the University’s student numbers, the internationalisation of the campus and by our success in delivering the ‘campus living’ experience. We also increased growth in our summer activities as we improved our product offering and created greater awareness of our venue outside the University. In the late 1990s, we partnered with the University and the Students’ Union to renew and extend the social hub known as the Stables Courtyard to create a new Student Centre.

We launched a programme of scholarships in 1999 to support areas of strategic priority for the University that do not easily attract commercial funding, such as access for disadvantaged undergraduates, exceptional sports students and humanities postgraduate programmes.

The University of Limerick has a national role in sport and was a pioneer in the provision of Physical Education and Sports Science programmes at degree and postgraduate levels. This role has led to the creation of new academic programmes in sport and a strong desire to develop facilities for students and the wider community to establish the University of Limerick as a national centre for sport. It’s success in securing government approval and funds to build the first national 50-metre pool established a new role for our company. A subsidiary, Plassey Campus Arena, was set up to develop and manage the University Arena complex, which opened in 2000 and houses the 50-metre pool together with an array of fine indoor courts and ancillary fitness rooms.

2005–2013:
During this period, we completed our initial student residences programme with the development of Cappavilla Village, providing 500 rooms. In 2012, we added 100 rooms in the adjacent Quigley Residence, which is specifically designed for postgraduate students, to complement the opening of the Graduate Entry Medical School.

While our primary aim has been to continually improve our facilities and services for students on campus, we also support the University’s role in the development of the city and the mid-west region.

Our campus provides a venue which can attract large conference and sports events to the region. Hosting large events contributes to the local economy. In 2010 we hosted the Special Olympics Ireland Games which it is recorded contributed up to €9m to the local economy. We have secured this event for a second visit in 2014.

In 2012, we took corporate responsibility for the University Concert Hall as a subsidiary company of Plassey Campus Centre with its own board. We now manage another key amenity which plays a significant role in the arts life of the region. The venue hosts a wide range of national and international artists and provides a superb conference and festival venue for the region. University Concert Hall plays a major role in raising Limerick city’s profile as the National City of Culture in 2014 and can contribute to its aspiration to achieve European City of Culture status in 2020.
ORGANISATION STRENGTHS

- Dedicated boards that are supportive and informed
- Good corporate governance
- Excellent professional executive management
- Successful village management model
- Strong marketing focus
- Sound financial management and cost control
- Integration within the wider University organisation

PLASSEY CAMPUS CENTRE GROUP STRUCTURE

- PLASSEY CAMPUS CENTRE
  - UNIVERSITY CONCERT HALL
  - UL SPORTS ARENA
  - CAPITAL DEVELOPMENTS
  - CAMPUS RESIDENCES
  - SOCIAL AND RETAIL
PLASSEY CAMPUS CENTRE
MISSION STATEMENT

3.3 MISSION
The University of Limerick’s mission is to be a distinctive, pioneering and connected institution that shapes the future through educating and empowering people to meet the real challenges of tomorrow. The mission of Plassey Campus Centre is to support the University by delivering an excellent and distinctive campus experience and by establishing and sustaining an outstanding campus environment.

3.4 VISION
Our vision is to deliver a world-class campus experience. Our vision shapes the five strategic goals of Plassey Campus Centre for the next five years, 2014–2018.

3.5 VALUES
• We are student-centred to ensure that students enjoy a secure, high-quality living experience.
• We have a strong self-funding ethos which recognises that our activity must be self-supporting and that we must invest in our facilities and services to protect our future.
• We are committed to sustaining an excellent campus experience for all who live/work/visit the University.
• We are innovative and continually seek to improve and to identify opportunities to support the University and the region.
• We are committed to the development of our people and to allow them to develop their potential and achieve satisfaction in their roles.

OUR GOALS
1. We will continue to provide an outstanding student living experience by providing excellent residential facilities and services.
2. We will develop and manage our summer activity to contribute to the University, the local economy and regional tourism.
3. We will develop campus life by sustaining and enhancing social and recreational facilities to meet the needs of the campus community.
4. We will support the University’s contribution to the economic, social and cultural life of the region.
5. We will continue to play a key role in the development of the University.
One vision
Five goals
Developing campus life
ACHIEVEMENTS

We have achieved our success by delivering milestone projects and by developing as a strategic force to shape a living campus. We have done this by setting clear targets and instilling the organisation with a strong entrepreneurial ethos. This ethos is nurtured by visionary leadership which aims to identify and evaluate opportunities and develop the resources of the company.

4.1 STUDENT RESIDENCES:

CREATING A DISTINCTIVE STUDENT LIVING EXPERIENCE
The development of student residences for the University was a key goal for the company over our first 20 years. Creating student communities with a high-quality living environment remains a core activity which contributes significantly to a great student experience. Since 1988, we have developed a vibrant campus community of 2,525 students and 20 faculty.

From the outset, we designed residences which are in harmony with the landscape of the campus. We offer homes rather than rooms, and provide the support to ensure that students’ academic performance and personal growth are enhanced by their experience in residence.

Despite the development of private rental student residences during the boom years, on-campus housing remains the market leader. We have successfully achieved an average occupancy rate of 98% over the past five years. In 2012, village academic year income reached €8.8m.

The focus on campus living has led to the development of successful communities, where the various needs of students, from first years to mature students and students with families are served. In 2012, we accommodated over 1,100 first-years, which represents 43% of our residential community and 50% of the University’s first-year enrolment intake.
While 75% of the students who live on campus are undergraduates, the numbers of postgraduate and international students living on campus have increased over the last five years. In 2012, the total number of international students living on campus reached 450, contributing to the diversity of our residential communities and supporting the University’s goal for internationalisation.

In 2011, our international student residents participated in the I-Graduate International Insight survey. This survey sampled almost 250,000 international students from 238 institutions across 16 countries and assessed the student experience in a number of areas. The quality of our accommodation was rated 1st of the 7 Irish universities and 12th internationally out of 238 institutions. This excellent result endorses our ability to deliver a high quality student living environment.

![Pie chart showing student occupancy by category in 2012]

**Figure 3:** Occupancy on campus by student category, 2012

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**Figure 4:**
Excerpt from the 2011 I-Graduate International Insight Survey
(Source: IGI Services 2011)

<table>
<thead>
<tr>
<th>Benchmarking living (sorted by primary ranking group)</th>
<th>Limerick</th>
<th>ISB %</th>
<th>Ireland %</th>
<th>ISB</th>
<th>Ireland</th>
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</thead>
<tbody>
<tr>
<td>LIVING AVERAGE</td>
<td>78.7%</td>
<td>78.8%</td>
<td>78.0%</td>
<td>46</td>
<td>2</td>
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<tr>
<td>LIVING OVERALL</td>
<td>89.4%</td>
<td>85.7%</td>
<td>88.3%</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Social activities</td>
<td>93.8%</td>
<td>80.2%</td>
<td>87.1%</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Host culture</td>
<td>92.2%</td>
<td>83.6%</td>
<td>89.0%</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Social facilities</td>
<td>91.4%</td>
<td>81.9%</td>
<td>88.8%</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Other friends</td>
<td>90.6%</td>
<td>87.2%</td>
<td>89.6%</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Accommodation Quality</td>
<td>87.8%</td>
<td>84.6%</td>
<td>86.9%</td>
<td>12</td>
<td>1</td>
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<td>Good contacts</td>
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<td>78.6%</td>
<td>82.1%</td>
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<td>1</td>
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<tr>
<td>Visa advice</td>
<td>82.3%</td>
<td>77.3%</td>
<td>78.5%</td>
<td>31</td>
<td>1</td>
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<tr>
<td>Campus environment</td>
<td>95.4%</td>
<td>90.3%</td>
<td>91.7%</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>Sports facilities</td>
<td>93.1%</td>
<td>79.9%</td>
<td>87.6%</td>
<td>12</td>
<td>2</td>
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</tbody>
</table>
4.2 SUMMER CONFERENCES AND EVENTS

MAKING THE CAMPUS VIBRANT ALL YEAR ROUND

Promoting the campus as a venue to host events, both large and small, has been essential to the company’s success. Summer income is now vital in generating the funds to finance the renewal of our extensive property portfolio.

We have established a professional event management team who promote the campus for a varied range of events. Branded under University of Limerick Conference and Sports Campus, we host conferences, sports and music events, summer schools and association meetings. These activities sustain catering services, provide summer employment for students and generate additional income for the company.

The availability of the campus facilities and services is of significant benefit to Limerick and its environs by providing:

- An accommodation bank of 2,500 rooms which can attract a major event with huge benefit to the region. For example, industry reports claim the Special Olympics Ireland Games 2010, which returns to Limerick in 2014, was worth up to €9m to the regional economy.
- Meeting and sports facilities which offer a superb conference and sports venue
- Visitor spend through Shannon airport and retail spend in restaurants, shops and visitor attractions

![Figure 5: Profile of customer category, Summer 2012](image)

4.3 SOCIAL AND RECREATIONAL FACILITIES

DEVELOPING CAMPUS COMMUNITY

We have led the development of social and recreational facilities on campus, building the first phase of the Student Centre in the 1980s and supporting the extension of the area in the nineties. Today, we work in partnership with the Students’ Union to develop and manage the Student Centre, which remains a vibrant hub of student life. Over the past 25 years, we have assisted the University in developing 15 restaurants and cafés, including four club bar restaurants. Our most recent social facility, the Pavilion Club, was specifically designed to complement the superb all-weather pitches and to create a social hub for the North Campus. It has been a great success since it opened in 2012, and has hosted many large social events and is a great meeting place for town and gown.
Communal facilities are essential for the social development of the campus community. Our current facilities include communal village halls, clubs, restaurants, cafés, a range of essential retail services and a farmers market.

The results of the Limerick Student Exit Survey 2012 showed high satisfaction levels among students with current social and recreational facilities at the University.

### UL STUDENT EXIT SURVEY RESULTS 2012

<table>
<thead>
<tr>
<th>Questions relating to Social and Recreation Facilities</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities to interact socially with other students</td>
<td>93</td>
<td>92</td>
<td>90</td>
<td>87</td>
</tr>
<tr>
<td>Satisfied with the range of entertainment and social events</td>
<td>85</td>
<td>84</td>
<td>83</td>
<td>83</td>
</tr>
<tr>
<td>UL provides an appropriate environment in which to learn</td>
<td>94</td>
<td>95</td>
<td>94</td>
<td>96</td>
</tr>
<tr>
<td>UL provides an appropriate environment for personal development</td>
<td>92</td>
<td>95</td>
<td>94</td>
<td>96</td>
</tr>
<tr>
<td>Overall, I am satisfied with the campus facilities</td>
<td>97</td>
<td>95</td>
<td>95</td>
<td>97</td>
</tr>
</tbody>
</table>

**Figure 6:**
University of Limerick student exit survey 2012 results – social and recreational facilities

Communal facilities are essential for the social development of the campus community. Our current facilities include communal village halls, clubs, restaurants, cafés, a range of essential retail services and a farmers market.

The results of the Limerick Student Exit Survey 2012 showed high satisfaction levels among students with current social and recreational facilities at the University.

### 4.4 UNIVERSITY DEVELOPMENT

**SUPPORTING THE UNIVERSITY’S STRATEGIC MISSION**

We play a key role in the physical development of the University campus. In the period 1999 to 2012, a total of 38 projects were completed, to a value of €366 million. The University Capital Development Plan 2013 – 2018 is underway and includes 12 projects at an estimated cost of €224 million.

In addition to assisting the physical development of the University campus, we continue to invest in a scholarship programme to support University of Limerick students. Since 1999, we have contributed over €500,000 to supporting 59 students at undergraduate and postgraduate level. Accommodation bursaries are awarded in different categories aimed at areas which are poorly funded: postgraduate courses in humanities which do not attract commercial funding; the ACCESS programme, which assists students with financial constraints; sport scholarships to promising athletes who incur additional expense competing in national and international events; and international education. Most recently, we are supporting the scholarship fund offered under the Stuart Mangan Trust for students who have suffered severe mobility impairment as a result of injury. In 2012, we increased our annual scholarship fund from €46,000 to €86,000 to support 20 students where we previously supported 12.

We also support the development of the University with donations for selected projects.

**Figure 7:**
Capital project overview 1999–2012
Summary of Achievements

CONTRIBUTION TO THE STUDENT EXPERIENCE
• 5 quality residential village communities offering 2,500 rooms
• Social and communal facilities which support a superb campus environment
• Residential living supports internationalisation

SUBSTANTIAL SUMMER ACTIVITY
• Additional income streams for development
• Summer employment of up to 30 students
• Sustains catering and retail services
• Summer conferences and events profile the University for research and education

DEVELOPING THE UNIVERSITY
• Financial management of capital projects
• Scholarships – accommodation bursaries
• Donations for key projects
• Fostering linkage with the city and region

CONTRIBUTION TO THE ECONOMIC, SOCIAL AND CULTURAL LIFE OF THE REGION
• Major contribution to arts and sports life through Plassey Campus Arena, University Concert Hall and the campus environment
• Residential living and summer activity boosts the local economy
• Our campus facilities provide a venue for the region to host large events, e.g. Special Olympics Ireland Games
Innovative, entrepreneurial and creative
PLASSEY CAMPUS CENTRE
CHALLENGES

5.1 STUDENT RESIDENCES

Our original design for a student residence was for first years sharing eight-bedroom houses. Since then, we have consistently redesigned our housing to suit the changing needs of our students. We continually survey our residents to determine satisfaction levels and we research new trends and designs in student housing to ensure our villages continue to offer an excellent student living experience.

- **Refurbishment**: We must maintain and refurbish our extensive property portfolio to ensure it remains attractive to students.

- **IT infrastructure**: How students live, learn and communicate has set new expectations in terms of our IT infrastructure. We must respond to and anticipate these expectations. We will improve our IT infrastructure by providing WiFi access in all residences, in addition to the existing high-speed broadband connections supplied to all study bedrooms. Our IT provision requires consistent annual review.

- **Community focus**: Our Campus Life programme in residence should be extended and developed to support social interaction and the personal development of student residents.

- **Staff skillset**: We must ensure that our residential staff are adequately supported and trained to identify and deal with the many complex issues of a challenging environment.

- **Risk**: We need to recognise environmental and operational risk factors and take action to mitigate them:
  - **Health and safety**: We need to continually review our health and safety practices in the residences.
  - **Introduction of tuition fees**: Increased costs for students present a risk to continuing high levels of occupancy.
  - **The University’s market position**: Occupancy levels would be affected if the University’s intake of first-year students were reduced.

- **Future demographic projections**: It is predicted that by the year 2020, the number of school-leavers will have risen to 2002 levels. This growth is not certain however. Current enrolment trends indicate increasing numbers of mature students and students from disadvantaged backgrounds. These groups are less likely to stay in campus residences. As a result, we are not planning additional residences on campus at this time. The University of Limerick has a higher number of rooms than any other Irish universities. Our percentage provision per student population is comparable to larger universities in the UK.

- **City centre residence**: To support the University’s objective of creating a ‘downtown’ presence, we have agreed to undertake a feasibility study with the other third level colleges in Limerick to evaluate a collaborative residential project in Limerick city centre.

*Figure 9:*
5.2 SUMMER CONFERENCES AND EVENTS

EXPLORING NEW MARKETS
Promoting the campus for summer residential activity is a challenging business. While a certain amount of activity is generated from University departments, to secure viable occupancy levels, we need to research and promote to external niche markets. The season is short, spanning just 15 weeks, with activity peaking in June and July. While we have a good level of repeat activity from year to year, we still have considerable capacity. Income increased in 2012 and indications are that there are opportunities for growth in the coming years in sport and arts events.

KEY FACTS ABOUT SUMMER EVENTS ON CAMPUS
• Many meetings and events are reliant on third-party funding.
• Events are long-stay, from five days up to two weeks.
• Events are mainly low budget although conference delegates will pay more and demand more service.
• Service levels required vary from self-catering to hotel housekeeping.
• Up to 40% of activity repeats from year to year.

COMPETITIVE ENVIRONMENT
• Raising Limerick’s profile as a tourism/conference destination: Unlike Dublin, Galway and Cork, Limerick does not easily attract tourists.
• Competing with hotels offering lowest hotel rates in Ireland in summer: The oversupply of hotels in the region poses a significant challenge for us. Recession and that oversupply have resulted in Limerick having the lowest hotel rates in the country.
• Controlling the accommodation choice for conferences and events on campus: The growth of internet booking sites has eroded bookings on campus from conferences. Delegates attending meetings no longer book the accommodation recommended by the conference or event but source it through booking websites. It can be difficult for campus accommodation to compete in that environment because we are not a hotel and appear as a differentiated product.

MARKETING AND SALES
• Developing new sources of summer revenue to replace existing ones: Language school camps are the traditional anchor activity in universities during the summer vacation. They provide six to eight weeks of regular occupancy, which allows us to sustain our housekeeping and reception services. A range of factors, however, including the downturn in the European economy, has greatly reduced this income stream. We must research new activities to replace lost revenue from this sector. In particular, we are exploring new business opportunities from specialist tour operators in music and sport, as well as low budget self-catering holidays for the European family market.

Figure 10:
Bednights per week from May to August 2012
• **Securing large events with the city stakeholders:** Our large-capacity facilities have huge potential to attract large events to Limerick. These events take time to source and secure because professional bids and complex negotiation are needed to compete at international level. The challenge is to continue to harness local authorities and tourism agencies to work in partnership with the University to fund professional bids.

• **Creating legacy events:** Other cities have developed annual events which generate significant income, e.g., Galway Arts Festival, Race Week and Kilkenny Arts Festival. The city has a great reputation for choral singing and music, so we have joined with other city interests to mount an international choral event, Limerick Sings. This event was inaugurated on the June bank holiday in 2013 and will be developed over time. The Taíteann Nua Gathering event organised at the University in 2013 has created a legacy “limericks” weekend event in July 2014. Irish World Academy for summer 2014. Legacy events require considerable investment in time and effort and requires collaboration with other stakeholders.

• **Co-ordinated marketing of the campus for summer:** To promote the campus more effectively, we need to forge a greater synergy with our subsidiaries, Plassey Campus Arena/UL Sport and University Concert Hall.

### 5.3 Social and Recreational Facilities:

#### RESPONDING TO CHANGING DEMANDS

In recent years, the expansion of retail and café outlets adjacent to campus and the trend to socialise in city clubs and bars has affected campus catering, retail and club bars. The recession meanwhile has reduced the spend on campus, and on corporate hospitality catering. While services are surviving reasonably well, the product offering has been affected because it is driven by price and is primarily student focussed.

Our Student Centre and Students’ Union building is dated and unsuitable for the growing diversity of our community. The challenge is to develop, in partnership with the Students’ Union, a new Student Centre which will be contemporary, vibrant and relevant to the needs of students for the next 20 years. The Centre also has to be multi-purpose to dovetail with University Concert Hall as an alternate venue for music and events.

### Organisation and Resources

The summer activity is under-resourced for the level of marketing and co-ordination needed to increase this activity. Coinciding with recession, we lost experienced staff due to retirement and change, and we also reduced staff costs to offset falling income. We currently lack sufficient resources to source new business. We need a stronger, dedicated focus on marketing and sales. The lead-in time for large events is long; we can work on an event for up to one year to secure a bid, while planning can take up to three years.
 Contributing to the economic, social and cultural life of the region

LINKING THE CAMPUS TO THE CITY AND REGION
Plassey Campus Centre has attracted 2,500 students to live in the region, while our summer activity provides employment and increases spend locally. We played a lead role in establishing a meetings bureau for Limerick, which is now the Shannon Conference and Sports Bureau, where we have board representation. In addition, we are active members of Limerick Chamber and other business networks in the city.

FORGING STRONGER LINKS WITH THE CITY AND THE REGION
The designated Year of Culture in 2014 marks the start of a campaign to make Limerick the European City of Culture in 2020. This presents the University with an opportunity to engage with the city through our venues and our expertise. We also have an opportunity to play a significant role in the regeneration plan for Limerick city centre if we decide to be part of the development of a ‘downtown’ student residence.

THE UNIVERSITY AS AN AMENITY AND A VISITOR ATTRACTION WITHIN THE REGION
Our magnificent sports, music and cultural venues make the university a vital amenity for citizens of the region and for visitors. The University’s open campus policy which actively encourages the community to visit is a huge strength. The University Sports Arena and University Concert Hall offer superb programmes to the public while the open spaces, architecture and art collections are wonderful attractions. We see the need for a dedicated Visitor Centre and Shop where the public can access information and assistance for their visit. More public events like our highly successful open weekends are required. The opportunity exists to develop a University docent programme with the help of the association of retired staff and the University Student Volunteers to provide tours and assist in running the Visitors Centre and Shop.
Summary of Challenges

STUDENT EXPERIENCE
- Refurbishment
- Community focus
- Staff Development
- City Centre Residence

SUMMER ACTIVITY
- Competitive environment
- Developing new markets to replace those in decline
- Structuring organisation and resources

SOCIAL AND RECREATION FACILITIES
- Sustain and improve facilities
- Ensure campus facilities remain relevant to the student market
- Plan for new facilities

CONTRIBUTION TO THE ECONOMIC, SOCIAL AND CULTURAL LIFE OF THE REGION
- Deepen links with the city and the region
- Continue to make the campus a huge amenity for the region and through sport and arts
- Make campus attractions more accessible to the visitor
STRATEGIC GOALS

Our vision shapes the five strategic goals of Plassey Campus Centre for the next five years, 2014–2018.

Goal 1 We will continue to provide an outstanding student living experience by providing excellent residential facilities and services.

Goal 2 We will develop and manage our summer activity to contribute to the University, the local economy and regional tourism.

Goal 3 We will develop campus life by sustaining and enhancing social and recreational facilities to meet the needs of the campus community.

Goal 4 We will support the University's contribution to the economic, social and cultural life of the region.

Goal 5 We will continue to play a key role in the development of the University.

Developing a world class campus experience
DEVELOPING A DISTINCTIVE STUDENT LIVING EXPERIENCE

We will continue to provide an outstanding student living experience by providing excellent residential facilities and services.

Living in well-managed on-campus residences in a safe and modern environment is an important part of student life for prospective and current students. Our focus on campus living has resulted in strong communities where the needs of students are served from first years to mature and International students. We value our relationship with our student community and are committed to developing our service relationship further with a particular emphasis on adding value to deliver an outstanding student experience.

**GOAL 1 OBJECTIVES:**

1. We will continue to renew our existing residential facilities.
   - We will refurbish and improve our existing residences on campus.
   - We will review our IT infrastructure to anticipate changes required to meet the future requirements of our residential community.

2. We will continue to improve our existing residential services.
   - We will continue to develop our Campus Life programme featuring a programme of activity centred on sport and culture, which aims to increase students’ use of the amenities of University Sports Arena and the University Concert Hall.
   - We will renew our social spaces to facilitate the Campus Life programme.
   - We will re-open the village shops and café.
   - We will continue our commitment to continual improvement and student focus through the development of our quality management system.
   - We will continue to review and improve our health and safety programme in residence.

3. We will review and evaluate the potential for developing a city centre residence.
   - We will conduct a feasibility study to determine the viability of a city centre student residence with other third-level educational stakeholders.
   - We will evaluate the opportunity to designate the potential ‘downtown’ residence as an International Student House (ISH) to make it part of a network of international residences worldwide (www.ish.com).

4. We will continue to promote sustainability and awareness of the environment in residences.
   - We will strengthen our sustainability programme in residence by encouraging students to actively support the University Green Campus Programme.
   - We will support the Smarter Travel Initiative by supplying a bank of campus bicycles for residents’ use.

5. We will broaden our accommodation scholarship programme.
   - We will offer bursaries to a more diverse range of students.
   - We will review our scholarship programme annually to grow the current scholarship programme by 20% by 2018.
DEVELOPING A VIBRANT CAMPUS ALL YEAR ROUND

We will develop and manage our summer activity to contribute to the University, the local economy and regional tourism.

We have successfully developed a viable summer activity which supports the University’s aim to contribute to the social, cultural and economic life of the region and builds international profile by showcasing research and establishing networks through academic conferences. Our campus, with its superb range of facilities, services and dedicated event management team, offers a superb venue to enable the region to host major conference and sporting events.

GOAL 2 OBJECTIVES:

1. We will develop a new business plan for our summer activity which focusses on marketing and sales.
   • We will continue to partner with our subsidiaries and other campus stakeholders to promote the campus and increase awareness.
   • We will actively search for leads for suitable events.
   • We will continue to actively encourage and support the academic community to organise summer schools and conferences.
   • We will develop legacy events, e.g., Limerick Sings International Choral Festival, an international rugby event and a Summer Music Festival of orchestral/trad events with leading artists.

2. We will diversify our product offering and explore and develop new summer business opportunities.
   • We will actively promote the campus for music and sports activity.
   • We will develop a family self-catering product aimed at increasing July and August occupancy under the brand ‘Campus Holidays’.

3. We will improve our summer business organisation.
   • We will review existing structures and skillsets to resource the activity.
   • We will develop existing staff.
   • We will sustain the quality of our product and our customer service.

4. We will contribute to the region.
   • We will continue to foster partnership with city and regional stakeholders to improve Limerick’s profile as a conference and tourism destination to attract large events.
   • We will continue to actively promote Limerick and the regional attractions in all of our marketing activity.
   • We will aim to support the city in bids for large events.
DEVELOPING CAMPUS COMMUNITY

We will develop campus life by sustaining and enhancing social and recreational facilities to meet the needs of the campus community.

Plassey Campus Centre is committed to developing new social and recreational facilities into the future in order to meet the changing needs of the student population and to support the University’s focus on internationalisation.

GOAL 3 OBJECTIVES:

1. We will continue to sustain existing social and recreational facilities and ensure they remain relevant to students and the wider community.
   - We will work closely with our catering operators and ensure that existing restaurants, cafés and bars remain sustainable and are improved so that they continue to satisfy the needs of the campus community.
   - We will review existing restaurant, retail and catering facilities and assess the requirements for future development to satisfy the needs of the campus community.
   - We will maintain the existing Student Centre in partnership with UL Students’ Union.
   - We will sustain the services and facilities at Plassey House.
   - We will renew and revitalise University Concert Hall as a national arts/entertainment/conference venue and a showcase for community entertainment.

2. We will continue to develop and innovate new social and recreational facilities.
   - We will partner with the Students’ Union and the University to develop the design and build a new Student Centre.
GOAL 4

SUPPORTING REGIONAL DEVELOPMENT

We will support the University’s contribution to the economic, social and cultural life of the region.

Plassey Campus Centre will support the University’s commitment to contributing to the development of Limerick, its surrounding areas and the mid-west region. Our student residents and summer event tourism contributes to the local economy by supporting employment and retail spend, while the development of the campus and its large amenities provide a large source of recreation and entertainment. We are connected through our activities to the tourism, arts and business network of the city and regional authorities. We will actively explore all opportunities to partner with the city and the region to support its cultural, economic and social development.

GOAL 4 OBJECTIVES:

1. We will support the city’s regeneration strategy.
   • We will conduct a feasibility study to evaluate the development of a city centre residential project.
   • We will support the Smarter Travel Initiative.

2. We will develop our role in contributing to the cultural, social and sports life of the city.
   • We will aim to broaden our programme in University Concert Hall to bring greater entertainment and arts life to the region and foster community inclusion in programming.
   • We will continue to offer access to sport and fitness to all through UL Sport and team sport facilities.
   • We will collaborate with the city on cultural and sports projects such as the Year of Culture 2014.
   • We will work with the city towards achieving European City of Culture 2020.

3. We will increase access for visitors to our campus.
   • We will develop a visitor centre.
   • We will actively promote events and amenities on campus.
   • We will develop open campus weekend activity.
SUPPORTING THE DEVELOPMENT OF THE UNIVERSITY

We will continue to play a key role in the development of the University.

In supporting the mission of the University, we play a key role in the physical development of the University campus through the provision of a dedicated operation which provides focus and expertise in the financing and cost management for all University capital projects on campus. Our input has facilitated the rapid pace of development of the campus infrastructure required to support the expansion of the University. We also provide support by donations to key projects.

GOAL 5 OBJECTIVES:

1. We will review regularly the company’s capacity to assist the University to achieve its key strategic projects.

2. We will continue to provide a dedicated finance and cost management operation for University capital projects.
   • We will continue to execute the University Physical Development Plan through prudent financial and cost management on all capital projects, thereby ensuring that efficiencies and timelines are achieved.

3. We will continue to support the refurbishment and renewal of key University facilities.
   • We will refurbish and improve selected University facilities which regularly host conference and event activity.
Guiding our journey
ENABLING THEMES

We have identified four enabling themes that mirror those of the University Strategic Plan 2011–2015: People, Quality, Resources and Communication.

7.1 PEOPLE:

DEVELOPING FOR EXCELLENCE
In Plassey Campus Centre, the dedication, energy and entrepreneurial spirit of our staff are critical to the successful implementation of the company’s strategic plan. We are committed to developing our people in order to achieve excellent service delivery to our students, summer guests and the broader University community. We recognise the importance of empowering our staff to fulfil their potential to support the overall mission of the organisation.

OUR PEOPLE PRIORITIES:
We will ensure that HR policies and procedures are aligned and extend throughout our group of companies. We will set up a management development programme to develop talent, grow the organisation and lead succession planning. A range of initiatives, including training and mentoring, will continue to be deployed to develop staff skills and talent. The role of the residential Village Manager has been a very important factor in the success of our vibrant student communities. We will set up our village manager development programme to develop existing talent and facilitate succession planning.

7.2 QUALITY:

MAKING THE BEST BETTER
We have developed a quality management programme over the last five years and are committed to improving it as part of this plan.

OUR QUALITY PRIORITIES:
We will formalise procedures for continual improvement in line with EFQM (European) standards. It’s also important to make sure that related processes and procedures support the entrepreneurial and customer service ethos of the organisation. We will incorporate feedback into our decision making to make sure that the needs of all our stakeholders shape the development of facilities and services. We will hold regular process reviews and support a culture of continual improvement. We will continue to benchmark our services and facilities against best practice.

7.3 RESOURCES

EFFICIENCY, FLEXIBILITY AND GOOD GOVERNANCE
The use of resources is of particular importance for the successful delivery of this strategic plan.

FINANCE
We are committed to prudent financial management to make sure that we continue to meet capital commitments, protect our capacity for future development and reduce risk through good corporate governance. While we maintain a strong risk management philosophy, we will also be flexible enough to enable innovation and entrepreneurship. We will continue to conduct detailed financial analysis to review our activities and commitments.

SYSTEMS
We will make sure that internal business processes and IT systems are reviewed regularly and improved whenever necessary so that we operate in line with best practice.
HUMAN RESOURCES
We will ensure that we are equipped with the appropriate capacity in staffing and competency to achieve our objectives.

OUR RESOURCE PRIORITIES:
We will ensure that all resources are aligned with our strategic priorities. We will maintain our self funding ethos and continue to ensure prudent financial management. We will make sure that risk management is embedded in all of our activities and that good corporate governance remains at the heart of all we do. We will continue to engage in projects that contribute to the strategic development of the University and we will manage staff structures to achieve our goals.

7.4 COMMUNICATION
THE LIFEBLOOD OF PLASSEY CAMPUS CENTRE
Communication is the lifeblood of the organisation. We must communicate effectively with all our stakeholders to achieve our goals and make sure that our organisation stays strong enough to thrive.

INTERNAL COMMUNICATION
• **Boards:** We will make sure that we have effective reporting structures and the appropriate reporting documentation to allow our Boards to communicate effectively.

• **The University:** It is vital that we ensure that the University understands our role and recognises the contribution we can make to its strategic development. We must ensure that we communicate our goals well within the organisation by engaging at the highest levels, as well as interacting with those departments which we support and which support us. We will also refine our internal communications with our subsidiaries in order to achieve our goals.

• **Staff stakeholders:** We will ensure that adequate feedback mechanisms are in place to allow staff to do their jobs well in a rewarding open environment.

EXTERNAL COMMUNICATION
• **Our customer stakeholders:** We must ensure that our marketing and promotion plans accurately target our different markets. We must also have the mechanisms in place to communicate with existing customers in order to retain them.

• **City and regional stakeholders:** We will ensure that we are communicating effectively with the city and regional stakeholders to identify mutual opportunities and to strengthen awareness of the value of the University to the city and the region.

STRATEGIC DEVELOPMENT OF COMMUNICATION
We will review and evaluate our internal communication structures. We will make sure that communication training is part of our staff development programmes. We will strengthen our external communication structures and ensure that we are maximising the distribution channels which are available to us. We will review our corporate branding to take account of our expanded role and to look at how best to communicate a unified message across our subsidiaries.
8.1 IMPLEMENTATION

The Board and the Executive have overall responsibility for implementing our strategic plan. We will need strong commitment over the next five years to meet our objectives.

- We will establish taskforces and cross-functional teams which will report into our management committee structure, which in turn reports to the Board. We will develop timelines for our projects and tasks.

- We will conduct a feasibility study in cooperation with other Limerick educational institutions on the viability of a residential project as part of the city centre regeneration plan.

- We will review the existing summer business model and devise a business plan to sustain and grow summer activities.

- We will broaden the scope of the Plassey Campus Centre management committee to ensure that subsidiaries contribute to the group to achieve the priorities of goals 2, 3 and 4.

- We will ensure that all subgroups are supported and directed to align with strategic objectives.

- We will support the development of our subsidiaries.

- We will secure and allocate adequate funding to support the implementation of the plan.

8.2 MONITORING

The company’s management committee and Board will monitor the plan’s progress.

8.3 REVIEW

We will conduct a formal review of the strategic plan at the end of each year. The review will focus on assessing progress and identifying changes to be made to align the plan with the environment and position of the company at the time. In addition to an annual review, we will also carry out an extensive strategic plan review in 2016 to mark the halfway stage.
### APPENDIX: SUMMARY TABLE OF STRATEGIC TARGETS

<table>
<thead>
<tr>
<th>Goal</th>
<th>Targets</th>
<th>Specific Actions</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We will continue to provide an outstanding student living experience by providing excellent residential facilities and services.</td>
<td>Refurbishment of the residences</td>
<td>Develop a five-year refurbishment plan</td>
<td>2014</td>
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<tr>
<td></td>
<td></td>
<td>Execute a refurbishment plan</td>
<td>Ongoing 2014-2018</td>
</tr>
<tr>
<td></td>
<td>Improve IT infrastructure</td>
<td>WiFi available in all residences</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>Development of city centre residence project</td>
<td>City centre residence project complete</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>Develop the Campus Life programme</td>
<td>New student-led Campus Life programme</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>Adapt village communal facilities</td>
<td>Install new communal facilities in Thomond, Kilmurry and Dromroe Villages</td>
<td>2015</td>
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<tr>
<td></td>
<td>Develop the quality management system</td>
<td>Effective companywide continual improvement process in place</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Develop the health and safety programme</td>
<td>Annual health and safety risk review</td>
<td>Annual</td>
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<tr>
<td></td>
<td>Participation in the University Green Campus programme</td>
<td>Develop three University Green Campus initiatives</td>
<td>2014</td>
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<tr>
<td></td>
<td>Develop the residential scholarship scheme</td>
<td>Increase scholarship programme by 20%</td>
<td>2014-2018</td>
</tr>
<tr>
<td>2. We will develop and manage our summer activity to contribute to the University, the local economy and regional tourism.</td>
<td>Develop an improved business model</td>
<td>Devise a new business plan which includes a targeted sales and marketing strategy</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>Increase summer bednight turnover to €1.2m</td>
<td>Maintain strong relationships with existing clients</td>
<td>2014-2018</td>
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<tr>
<td></td>
<td></td>
<td>Review existing staffing structures and skillsets and adapt as necessary to target new markets effectively</td>
<td>2014</td>
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<tr>
<td></td>
<td>Increase sports events by 35%</td>
<td>Develop greater synergies with UL Sport to increase summer residential activity</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>Increase music and arts events by 35%</td>
<td>Forge greater synergies with IWA and other campus stakeholders to increase music and arts events</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>Increase self-catering for families and casual business by 200%</td>
<td>Develop the ‘Campus Holidays’ brand and adapt the product to target the self-catering market effectively</td>
<td>2015</td>
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<tr>
<td></td>
<td>Develop three legacy events outlined</td>
<td>Develop Tailteann Nua, Limerick Sings and an international rugby event as legacy events</td>
<td>2016</td>
</tr>
<tr>
<td>Goal</td>
<td>Targets</td>
<td>Specific Actions</td>
<td>Deadlines</td>
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<tr>
<td>3. We will develop campus life by sustaining and enhancing social and recreational facilities to meet the needs of the campus community.</td>
<td>Sustain existing facilities and amenities</td>
<td>Develop a refurbishment plan for existing facilities as appropriate</td>
<td>2014/2015</td>
</tr>
<tr>
<td></td>
<td>New Student Centre</td>
<td>Partner with the Students’ Union and the University to redesign the plan for a New Student Centre to application for planning stage</td>
<td>2014</td>
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<tr>
<td></td>
<td></td>
<td>Progress the project to completion</td>
<td>2018</td>
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<tr>
<td></td>
<td>Restaurant, Retail and Catering Review</td>
<td>Review existing retail and catering facilities and assess requirements for the future</td>
<td>2015</td>
</tr>
<tr>
<td>4. We will support the University’s contribution to the economic, social and cultural life of the region.</td>
<td>Feasibility study on the city centre residence development</td>
<td>Establish a working group to draft a feasibility study on the city centre residence</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>Two significant University-led events for Year of Culture</td>
<td>Work with city partners and stakeholders to host two large Year of Culture events</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>Programme of University events in the city</td>
<td>Establish an events working group and produce a regularly published programme of University events that target the city</td>
<td>2014-2018</td>
</tr>
<tr>
<td></td>
<td>Visitor Centre with volunteer programme</td>
<td>Develop a project plan for the UL Visitor Centre which will incorporate a volunteer programme</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>Open campus programme</td>
<td>Foster the University as an open campus and organise three events per year aimed at the local community</td>
<td>2015</td>
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<tr>
<td></td>
<td>Sustain and develop UL Sport and University Concert Hall (UCH)</td>
<td>Develop a refurbishment plan for UCH</td>
<td>2014/2015</td>
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<tr>
<td></td>
<td></td>
<td>Develop the programme of events at UCH</td>
<td>Ongoing</td>
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<tr>
<td></td>
<td></td>
<td>Develop a fundraising strategy for UCH</td>
<td>2014-2018</td>
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<tr>
<td></td>
<td></td>
<td>Assist UL Sport to develop its facilities</td>
<td>2014/2015</td>
</tr>
<tr>
<td>Goal</td>
<td>Targets</td>
<td>Specific Actions</td>
<td>Deadlines</td>
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<tr>
<td>5. We will continue to play a key role in assisting with the development of the University.</td>
<td>Support the Bernal project</td>
<td>Support the Bernal project and provide dedicated financial and cost management services for the physical development</td>
<td>2014-2018</td>
</tr>
<tr>
<td>Development of a new Student Centre</td>
<td>Partner with the Students’ Union and the University in executing the project</td>
<td></td>
<td>2014-2018</td>
</tr>
<tr>
<td>Rollout of the University Capital Development Plan</td>
<td>Work closely with key stakeholders, i.e., UL Buildings and Estates and UL Finance, to assist with the execution of the UL Capital Development Plan</td>
<td></td>
<td>2014-2018</td>
</tr>
<tr>
<td>Development of the UL Visitor Centre</td>
<td>Develop a project plan for the University Visitor Centre and appoint a project team to execute the project</td>
<td></td>
<td>2014</td>
</tr>
<tr>
<td>Partner with the University to refurbish key meeting facilities</td>
<td>Partner with UL Buildings and Estates to review and plan the refurbishment of core facilities used for conferences, e.g., the Jean Monnet and UCH.</td>
<td></td>
<td>2016</td>
</tr>
</tbody>
</table>
# BOARD OF DIRECTORS AND EXECUTIVE

## BOARD OF DIRECTORS
- **Tadhg Kearney**  
  Chairperson
- **John Field**  
  Managing Director
- **Robert Reidy**  
  Secretary
- **Gerry Boland**  
  University of Limerick Foundation
- **Emma Porter**  
  President, Students Union
- **Trish Long**  
  Governing Authority, University of Limerick
- **David O’Flynn**  
  Governing Authority, University of Limerick

## EXECUTIVE
- **Linda Stevens**  
  Executive Director
- **Niall Murphy**  
  Finance Director
- **Helen Walsh**  
  Financial Controller
- **John O’Rourke**  
  General Manager
- **Ellen Fitzmaurice**  
  Manager Student Residences
- **Noreen O’Shea**  
  Assistant Manager Student Residences
- **Rose Merrigan**  
  Accommodation Services Executive
- **Deirdre Ryan**  
  Office Administrator
- **Roisin Conway**  
  Manager Conferences and Events
- **Deborah Tudge**  
  Conference and Operations Manager
- **David Cunningham**  
  Conference Assistant
- **Deirdre O’Brien**  
  Capital Projects Accountant
- **Denise Keehan**  
  Management Accountant
- **Breda Barry**  
  Antoinette Lynch
  Natasha Joyce
  Josephine Reidy
  Finance Assistants
- **Plassey Village**  
  Marian Hartigan
  Andrew Graham
  Village Managers
- **Kilmurry Village**  
  Keith Hogan
  Carol Moloney
  Village Managers
- **Dromroe Village**  
  Tom O’Haire
  Village Manager
- **Thomond Village**  
  Katie Hourigan
  Laura Carroll
  Village Managers
- **Cappavilla Village**  
  Michael Lenaghan
  Deirdre Spillane
  Village Managers