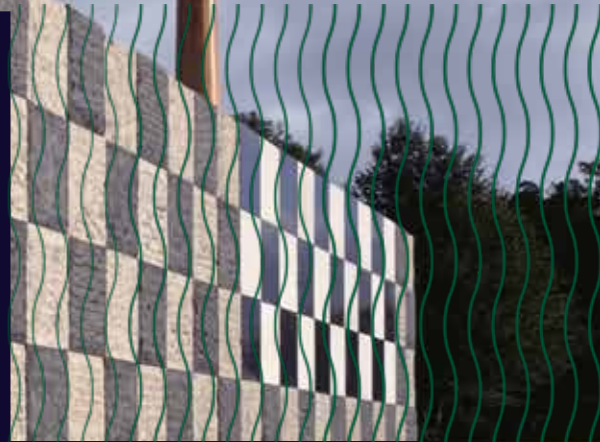




KEMMY BUSINESS SCHOOL STRATEGIC PLAN



2023–2028



UNIVERSITY OF
LIMERICK
OLLSCOIL LUIMNIGH

Kemmy
Business
School



Bravery



Impact



Respect



Integrity



Sustainability

A MESSAGE FROM THE EXECUTIVE DEAN



The Kemmy Business School (KBS) is committed to empower, enlighten and enrich through education, research and public engagement in order to sustainably transform the lives of individuals, communities and society. What makes the KBS unique is its strong commitment to its local communities, national priorities and international ambitions, rooted in the Kemmy legacy. The school is named after Jim Kemmy, former parliamentarian and Mayor of the City of Limerick, whose public life focused on a concern for the common good, a belief in education as key to accessing opportunities, and the pursuit of a society built on principles of fairness and dignity.

This strategic plan coincides with the 50th anniversary of the University of Limerick, which was founded in a time of economic stagnation, low education attainment rates and mass emigration. The University was a key catalyst for the exceptional regional and national economic growth of the past half-century. As we face the next 50 years, there are new, but no less significant challenges. These challenges are global in nature and arise from climate change, demographic shifts, the recent pandemic, intensifying geopolitical tensions, technological innovation and disruption, and growing inequality. This requires the development of new and innovative ways of thinking about our world, to enable a just transition and create more sustainable and equitable futures for all.

In acknowledging and addressing these challenges, we reaffirm the core values that underpin our common purpose and outline our ambitious strategic plan for the future of the Kemmy Business School. This plan builds on our achievements while situating us firmly at the centre of recent global and technological developments that bring both opportunities and challenges. As we embark on this next chapter of our journey, we do so with a heavy responsibility but a 'can-do spirit' and determined optimism.

Professor Finbarr Murphy
Executive Dean, Kemmy Business School

EMBRACING
THE FUTURE
TRANSFORMING
EDUCATION



INTRODUCTION & CONTEXT

In 2016, when we last engaged in a significant strategic planning process, we chose to be ambitious and outward-looking. Our achievements since then under all key benchmarks – research output, teaching quality, international activities and accreditations – have been remarkable. Most notable has been our success in securing triple crown accreditation status; a distinction that places us in the top 1% of business schools in the world. In late 2021, the KBS was accredited by the European Foundation for Management Development (EFMD) Global quality system (EQUIS), adding to earlier accreditations by the Association to Advance Collegiate Schools of Business (AACSB) and the Association of MBAs (AMBA).

The KBS is very much a product of, and integral to, the achievements of the University of Limerick. We are a vibrant business school with a central focus on education that reflects the changing dynamics of globalisation, and the central role that technology plays in all our lives. We are home to over 3,500 students and over 100 full-time staff and 37 adjunct faculty in four constituent departments: Accounting and Finance; Economics; Management and Marketing; and Work and Employment Studies.

This moment in time presents a new set of challenges for all of us. Within the next ten years, Ireland's third-level student intake will have peaked while, globally, urbanisation and migrating populations will continue to increase. Technological innovation and change will continue to accelerate, such that the career path of today's graduate will require continuous reinvention.



Of all future societal challenges however, climate change and the resultant impact on both our lives and those of our children is likely to have the most profound impact economically, socially, geopolitically, and environmentally. Climate change has, in no small measure, been caused by our market-based, extractive, and consumerist economic system. This strategic plan commits the KBS to reimagining all our activity, from module and programme design through to research activity and outreach, so that growth and development can be accomplished in a more sustainable manner. We will provide our future business leaders with an ethical compass and the capacity to embed environmental, social and economic sustainability at the core of their future careers in business and beyond. We are well-placed to achieve this given our school's spirit, scholarship and innovative approach to learning, one that is renowned in the Irish educational system for bringing distinctive offerings to the Irish third-level sector. The KBS will continue to apply that spirit to address global challenges, particularly those precipitated by the climate crisis, collapsing biodiversity, and social inequality.

This strategic plan is thus a reaffirmation and recommitment to the Kemmy legacy of social justice and equality of opportunity. While nothing should be taken from those who struggled for these values in the 20th century, arguably, the struggle for our students in their 21st century journey is ever more pressing. The KBS has a vital role to play in preparing our students for their individual journeys. As educators we fully appreciate our responsibility, and we are very proud and indeed privileged to be part of that experience. The school's research strengths are characterised by its well-developed national and international reputation, a critical mass of expertise, a significant contribution to multiple stakeholders, as well as an attractive host for international scholars and collaborators. This strategic plan builds on these strengths by prioritising research quality and research funding as key attributes of success. The fact that over 40% of the school's student body at postgraduate level is international provides evidence of the internationalisation of the school's activities. Our strong links with industry, initially as a partner for education and employment opportunities, has subsequently become a major part of all KBS activities.

SUMMARY

In summary, the KBS faces an array of external and internal challenges. External challenges include a fast-changing environment with new competitors, new modes of delivery, and the evolving expectations of a lifelong education. Internally, the KBS continues to work on reforming its programme portfolio, developing new research funding streams and internationalising its student body and faculty. These challenges pale in comparison to the global climate crisis and the pressing need for a just transition. Despite the scale of the task, we commit the KBS to meet our responsibility for a better future. This document illustrates how our history informs our current reality and guides us to the future. It also highlights the KBS's many strengths and competencies and portrays a dynamic, optimistic business school that is ready to meet the future and attendant challenges with detailed plans, and the courage to see those plans through.



Embracing the future.
Transforming education.

MISSION AND VISION

Mission We research and educate to create a sustainable and equitable future for all.

01 Educate

Informed by research excellence, we empower, enlighten and enrich the lives of individuals, communities, and society through education.

02 Sustainable

We lead the Earth sustainability agenda through our own actions and initiatives and through our eco-literate programme design, research agenda and collaborations.

03 Equality

Equity and opportunity are the hallmarks of the KBS and, with our community, we will prioritise a just transition to a sustainable future with these as guiding principles.

Values



BRAVERY

We encourage innovation and seek out opportunities and embrace new ideas for ourselves, our students and our world.



IMPACT

Each one of us plays our part to make the world a better place. Through engagement with our students, academic colleagues, industry and community partners, we make a positive difference via our teaching and research.



RESPECT

We value and respect our KBS community. We recognise the importance of fairness, equality, diversity and inclusion and we provide opportunities for everyone to develop and flourish.



INTEGRITY

We are committed to transparency and accountability, and act with integrity and professionalism to maintain the highest ethical standards in all our endeavours.



SUSTAINABILITY

We cherish the natural world and the biosphere that sustains us. We recognise that human interaction with our planet is problematic, and we strive to discover, support and implement corrective actions.



GOAL 1: STUDENT EXPERIENCE

At the KBS we deliver a transformative educational experience that inspires our students to shape their future as responsible global citizens, in keeping with the values of the Kemmy legacy. Our core values are embedded into the design of our programmes, and we approach local, national, and global challenges as sustainable growth opportunities.

Our Learning, Teaching and Assessment strategy is built on three pillars of success. First, we foster the co-creation of an excellent student experience to develop students' potential as global citizens and business leaders. We develop within our students the knowledge, skills and values that will allow them to act as socially aware and eco-literate global citizens; to understand their place in the world and to strive to make a positive difference. Second, our commitment to transformative learning is achieved through flexible, adaptive and innovative learning approaches and programmes, creative learning spaces, and a progression and awards strategy that prioritises lifelong learning and development. Third, as a triple accredited research-led business school, our eco-literate curricula are drawn from our research strengths with an emphasis on responsibility, accountability and Earth sustainability. By leveraging our distinctive position at the heart of a local and global nexus, we continue to embed local, national, global, and ecological perspectives across our programmes and modules.



OUR PRIORITIES

OBJECTIVES

Excellent Student Experience

- Facilitate inclusive and equitable quality education by widening access and growing student numbers in previously underrepresented demographics
- Rationalise our taught programmes to create clearer structured pathways for students
- Enhance and tailor supports for our diversifying student body

Transforming Education

- Promote and support flexible learning through the design and delivery of bespoke executive and professional development, and through programmes that instil a desire for life-long learning
- Embrace student-centred, technology-enhanced and enabled learning approaches and spaces
- Adopt a curriculum development framework that embeds research-led, challenge-driven, experiential and collaborative learning modes and fosters cross-disciplinary knowledge exchange and shared learning
- Facilitate lifelong learning by advancing the establishment of micro-credentials, cumulative degrees and through the recognition of prior experience and prior learning
- Embed work-integrated and applied learning where practical in our academic programmes in collaboration with our industry, community and government partners

A Research-led Business School with a Global Mandate

- Bring together and embed local, global and ecological perspectives in the curriculum to create an awareness of global citizenship and the importance of a just transition for equitable sustainable development
- Develop academic reputation and international visibility that helps to attract and retain talent in the region and recruit students from across the world
- Ensure that all learners acquire the knowledge, skills, attitudes and behaviours needed to achieve Earth sustainability and a commitment to eco-literate global citizenship
- Develop innovative learning partnership with other academic centres and industries so that our students can excel in the context of rapidly changing needs
- Support research activity and dissemination that focuses on education within business disciplines

How we will measure our success

- Over the strategic plan period, 2023-28, we will review all programmes across undergraduate, postgraduate and life-long learning to ensure that Earth sustainability is at the heart of the curricula and corresponding learning outcomes.
- Engage a regular process of pre and post programme assessment that demonstrates a year-on-year improvement in the sustainability literacy of students.
- Increase our capability and ability to incorporate high quality production values in our classroom and online delivery.
- Work with employers to increase our offerings of post-award education to life-long learners, particularly targeting the upskilling of existing employers and employees.

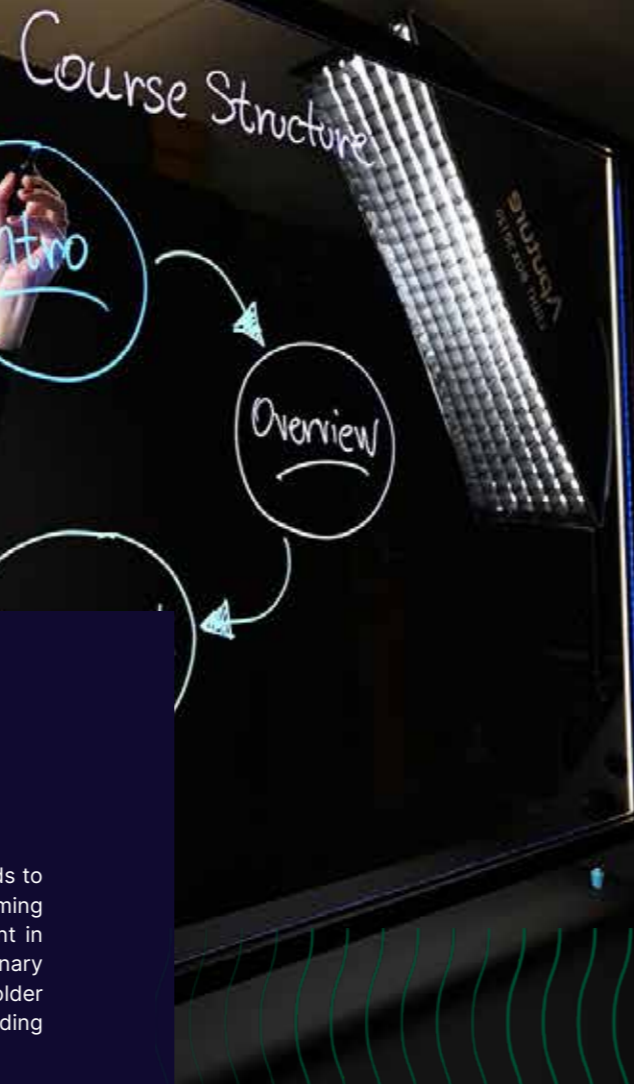
GOAL 2: RESEARCH EXCELLENCE AND IMPACT

The mission and values of the KBS are championed through research excellence and impact that responds to global forces and selected UN Sustainable Development Goals (SDGs). Reflecting our focus on transforming communities and individuals, KBS research activities will dynamically evolve through focused investment in strategic priorities including Earth sustainability, social responsibility and action-oriented interdisciplinary research. Our research strengths and capabilities are further evidenced through targeted, multi-stakeholder programmes and postgraduate research offerings, supported by a diversified and resilient research funding strategy.

We will continue to strengthen local, national and international partnerships and collaborations through joint strategic research and teaching initiatives, and actively support staff and student mobility to enhance research productivity and graduate employability.

Engagement in excellent research that involves impact within and beyond academia, and that addresses global challenges for industry, society, and economies, is a core strength of the KBS. We will deepen our collaboration with industry partners, practitioners, policymakers and other stakeholders to develop high-impact and sustainable innovations in policies and practices.

The KBS research effort is underpinned by a deeply embedded research culture that is enabled through strategic research recruitment and career development.



OUR PRIORITIES

OBJECTIVES

Broaden Our Research Activities and Engagement in Funding

- Target investment in areas of research excellence and strategic research priorities with a particular focus on interdisciplinary research, sustainability and selected global challenges aligned to UN SDGs
- Develop our postgraduate research programme through targeted funding opportunities
- Diversify our research funding income in support of resilient growth and excellence including a focus on growing EU and non-exchequer funding
- Increase our research profile within UL, nationally and internationally by showcasing our distinctive research capabilities

Strengthen our Partnerships and Collaborations

- Extend our national and international reach and collaborations in addressing economic, social and environmental global challenges with concern for the environmental impact
- Deepen our local, national and international partnerships and collaborations through joint strategic research and teaching initiatives
- Enhance our reputation and the intellectual diversity of our research by hosting international conferences and attracting international experts and visiting scholars to the KBS and the University

Deepen the Excellence and Impact of our Research

- Embed an ethos and culture of Earth-friendly innovation, social sustainability, entrepreneurship and engaged citizenship in our students and staff
- Engage in excellent research that involves socially and ecologically meaningful impact within and beyond academia, as evidenced by innovations in policies, practices, and programmes
- Translate our research findings to offer maximum impact in addressing global challenges facing societies, economies, businesses and communities which are aligned to selected UN SDGs

Embed and Support an Enabling Research Culture

- Embed and sustain a culture that supports and values research that is grounded in environmental ethics and social responsibility
- Augment our research supports to enhance capacity, quality and productivity
- Foster talent and an enabling research culture through strategic recruitment and mentored staff development and support

How we will measure our success

- We will seek out and implement key relationships with industry, environmental advocacy groups, and with international peer institutions to develop strategic, long-term relationships.
- We will leverage our research capabilities to provide impactful solutions for industry and civic society so that sustainability becomes a core determinant of economic success.
- We will increase our funding from industry and from national and international funding agencies, which will provide us with the means to expand our research outputs.

The KBS research effort is directly underpinned by a deeply embedded and enabling research culture through strategic research recruitment and career development.



GOAL 3: SUSTAINABLE INTERNATIONALISATION

The KBS actively encourages and cultivates a global mind-set and culture of Earth stewardship. Internationalisation affects everything the KBS does, and the development of a strong international agenda is critical for the successful achievement of our goals and targets across all our activities. This emphasis has already resulted in significant developments, particularly in relation to outgoing student mobility and the development of dual degrees. We will build on these successes as part of the continued international development of the KBS. Conscious that the mobility component of internationalisation comes with a high carbon cost, we will make every effort to minimise the environmental impact of our activities, as well as incorporate responsibility and eco-literacy into all aspects of our internationalisation agenda.

Ireland is one of the most globalised countries in the world. As a small open economy, our future prosperity depends fundamentally on our international connectivity and competitiveness. A key priority for the KBS and UL is to prepare our students to participate and thrive in the increasingly interdependent, multicultural yet environmentally stressed world into which they will emerge.

OUR PRIORITIES

OBJECTIVES

Internationalise the Student Experience

- Continue to update curricula on all programmes to reflect challenges to the contemporary global business environment, to address sustainable development issues explicitly and honestly, and to facilitate the development of intercultural skills
- Increase the number of international opportunities for our students by continuing to expand our portfolio of exchange partnerships and establish new dual and joint degree agreements with tier-one partner business schools
- Ensure that every undergraduate student has the opportunity to engage in a relevant international learning experience, such as a period of study abroad, an overseas internship or a volunteering placement
- Develop an 'internationalisation at home' programme for students who are unable to participate in an international mobility programme, which ensures that they still acquire intercultural skills and interact with other international students
- Attract more international students at both undergraduate and postgraduate levels, through increased full degree recruitment activities and an expansion in our incoming exchange and study abroad programme numbers

International Research Profile

- Foster and strengthen international research collaborations by aligning new international networks to our existing, emerging and niche areas of strength, and by increasing the number of international research events and virtual events hosted by the KBS
- Increase research funding from international sources by encouraging and supporting academic efforts in a range of international research projects, and providing focused support for Horizon Europe and other international funding opportunities
- Encourage the development of academic staff through greater research mobility and wider research networking opportunities through the promotion of sabbatical and research leave programmes

Sustainable internationalisation

- Establish systematic reporting within the KBS that measures the carbon cost of student and faculty international mobility and commit to reducing carbon emissions from travel by a significant and meaningful percentage within five years
- Explore options for carbon offsetting and onsetting programmes and promote and incentivise low carbon travel for students that study abroad as part of their programme, as well as staff engaged in international travel
- Incorporate eco-literacy into learning outcomes for all student mobility programmes with assessment points at the pre- and post-mobility stages
- Prioritise strategic partnerships with international partners that are focused on sustainability issues and are similarly committed to challenging "business as usual" management education.

How we will measure our success

- All international activity will be mindful of the climate crisis as well as the KBS's carbon emissions and environmental impact, both in terms of the activity itself and the corresponding desired learning outcomes.
- Increased mobility for both students and staff in a physical or virtual manner.
- Increased international collaboration, particularly through the development of dual and joint degree programmes from undergraduate through to doctoral studies.
- A benchmark for the carbon costs of internationalisation will be estimated and used as a basis for reducing future emissions in line with the Irish government's stated objectives in the 2021 Climate Action Plan.



GOAL 4: CITY AND REGION

Ireland's 2018 National Planning Framework targets a 50% growth in Limerick's population by 2040. Compact growth will support the transition to the low-carbon and climate resilient society described in the 2021 National Climate Objective, and in Ireland's Climate Action Plan. This transition must be resourced through entrepreneurship, investment, and innovation.

KBS will lead on all three of these areas. KBS students can learn from the city and region, in the city and region. KBS researchers will have an instant impact for their work by locating that research in the city. This will build on the work already taking place via multiple funded research projects.

KBS and Limerick City and County Council have initiated an open innovation ecosystem called a Living Lab; a mechanism to integrate learning, research, and open innovation processes into real world settings. In a Living Lab, citizens, researchers, government, and businesses work together to co-create, test and evaluate new business models, new collaboration processes, clean energy technologies and rapid urban prototypes. A Living Lab can be either a virtual or physical space. KBS will create both. We will attain full membership of the European Network of Living Labs to resource our teaching and research ambitions.

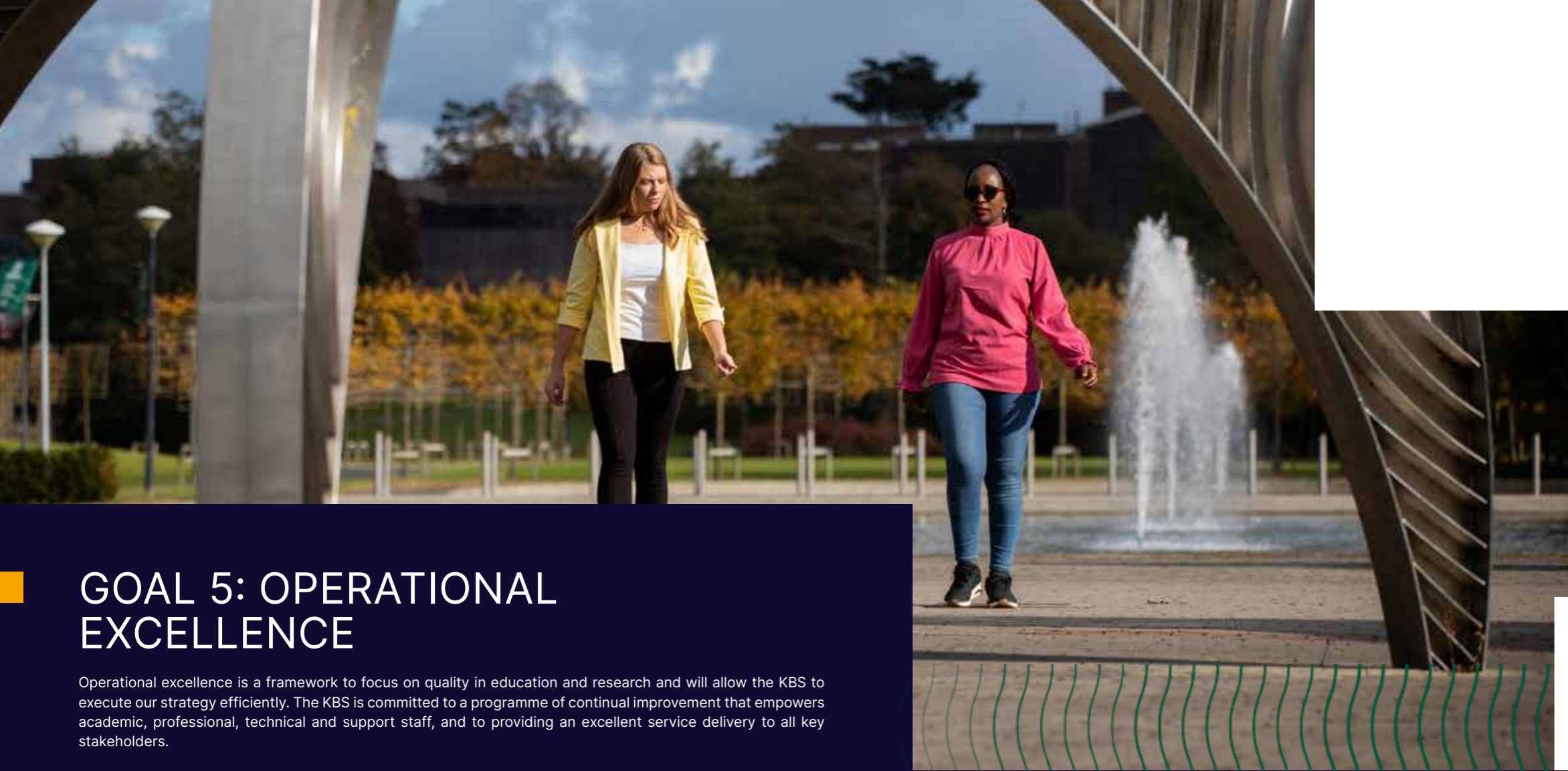
KBS needs to widen access, improve diversity, and champion equality, improving the representation of students with a disability, mature entrants, and students from disadvantaged areas and the further education sector. Each of the actions we take to fulfil these KPIs represent the outcome of a successful process of engagement with different communities. The KBS already engages children and parents from underprivileged areas and will continue to do so via volunteering and by supporting UL's Children's Academy. The KBS will seek to engage children and parents so that they can attend college, start a business, and be active in growing the region.



OUR PRIORITIES	OBJECTIVES
Social Cultural Economic Development	<ul style="list-style-type: none"> Develop a Living Lab for Limerick and win membership of the European Network of Living Labs (ENOLL). This will serve as a conduit to further funding. Use the Living Lab approach to develop new community initiatives, particularly around decarbonisation In collaboration with partners, the KBS will lead initiatives to address the climate crisis, collapsing biodiversity, social inequality and other sustainability imperatives within the city. This will be achieved by securing funded Horizon Europe City Missions
Community Engagement	<ul style="list-style-type: none"> Engage with UL Access initiatives, secondary schools and civic society to develop faculty-led, community-focused initiatives Build new EDI partnerships, programmes, and scholarships. There are many organisations and bodies working to make Limerick's city and region better. The KBS can be the connector for them, serving as a social broker within regional, national and international networks Through +CityXChange, Digital Futures Labs and the Citizen Innovation Lab, we will map UL external industry and community collaborators, partnerships, programmes and projects to celebrate and strategically communicate our engagement in the community

How we will measure our success

- Achieve full membership of ENOLL.
- Increase collaboration in education programmes and research bids with the city and region.
- Improve access and diversity across our education programmes and research outputs.



GOAL 5: OPERATIONAL EXCELLENCE

Operational excellence is a framework to focus on quality in education and research and will allow the KBS to execute our strategy efficiently. The KBS is committed to a programme of continual improvement that empowers academic, professional, technical and support staff, and to providing an excellent service delivery to all key stakeholders.

The KBS is particularly committed to net-zero carbon and low impact operations in the deployment of our physical and digital resources and in the effective and efficient use of all our human, digital and physical assets. This commitment to better understand and minimise our own climate and ecological impact at the operational level sends an important signal to students that KBS strives both to provide an eco-literate business education and to exemplify an eco-friendly business operation.

OUR PRIORITIES

OBJECTIVES

Governance

- Promote transparency, openness and collegiality across the management and administrative structures in the school
- Ensure that professional services are delivered both effectively and efficiently in line with strategic priorities
- Maintain school and programme accreditations, implementing recommendations and expanding KBS accreditation awareness and engagement

Positive and Empowering Working Environment

- Foster a constructive working environment that ensures a professional and quality service to all KBS stakeholders, guaranteeing that everyone is treated with dignity and respect within the school
- Enable each employee to achieve their professional potential through supported personal and career development opportunities
- Improve gender balance and equity among academic and professional staff in the KBS
- Encourage opportunities for globally engaged academic and professional staff in the KBS
- Implement a fair and equitable academic workload model
- Create eco literate office policies and procedures designed to minimise resource and energy use and maximize staff well-being

Physical and Financial Sustainability

- To benchmark our carbon footprint, work together to reduce that impact and set a target date for carbon neutrality
- Embed the development and use of technology enhanced learning in our teaching, research, and stakeholder engagement
- Increase income through diversification of our student base, our programme offerings, new international research partnerships and ongoing engagements with industry and philanthropy

How we will measure our success

- Achieve Athena SWAN Silver accreditation for the school as a measure of our commitment to equality.
- Benchmark our carbon footprint with a root and branch audit of our activities and work continuously to reduce the impact on the environment of those activities.
- Grow and diversify our student numbers and increase research revenue to ensure that our key priority goals are achieved.

1972

Establishment of the NIHE, Limerick. Business Studies programme enrolls 30 students

1976

1st Business Studies class are awarded Bachelor's Degrees (by National University of Ireland (NUI) through UCC)

1989

University status is conferred on the NIHE, Limerick

2003

Business School is renamed the Kemmy Business School (KBS)

2008

KBS move to a new state-of-the-art building

2008

1st Business School in Ireland to sign up to the UN Principles for Responsible Management Education (PRME)

TOP 1% OF BUSINESS SCHOOLS GLOBALLY

2009

KBS are awarded EPAS accreditation by EFMD Global

2010

1st Business School in Ireland to receive full accreditation from the Psychological Society of Ireland (PSI)

2014

KBS achieves AMBA accreditation for its MBA programme

2017

KBS is named Best Business School at the InBusiness Recognition Awards for the third time

2019

Joins the top 5% of international business schools recognised by AACSB and also awarded a Bronze Athena SWAN Award

2021

Awarded EQUIS accreditation by EFMD Global, now among the 1% of business schools holding three accreditations AACSB, AMBA, and EQUIS



Embracing the future. Transforming education.



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2023–2028