Arts + Culture Framework 2026-2030

...possibility across ages...



UNIVERSITY OF LIMERICK
OLLSCOIL LUIMNIGH

Championing the arts & fostering a vibrant culture of creativity

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Acknowledgements

Thank you to the many individuals who gave so freely of their time to the development of this Framework by participating in one-to-one interviews, group sessions, and in completing the surveys.

To our Steering Group, a particular acknowledgement of your commitment and focus during several long in-person and online meetings.

We are grateful to Yvonne Davis, UL Visual Arts Officer, for her help in selecting the artworks used in the design. Thanks also to those who gave us permission to use their images and to the creative community in UL and beyond who have so wholeheartedly embraced the potential for an Arts & Culture Framework for University of Limerick.

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Definitions

The definition of 'culture' as used in this Framework is shaped by the UNESCO Universal Declaration on Cultural Diversity, namely: *"A set of distinctive spiritual, material, intellectual, and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs."* For UL, this provides a foundation for recognising that creativity is not limited to a single discipline but is threaded through teaching, learning, research, performance, and co-curricular/extracurricular life.



Introduction

Since its foundation over fifty years ago, University of Limerick has stood as **a driving force for culture and heritage** in the Mid-West region. Through ambitious programmes, bold partnerships, inspiring events, and a wealth of creative resources, UL has championed the arts and fostered a vibrant culture of creativity for students, staff, and the wider community. This legacy is not only inherited by successive generations of staff and students but is upheld and continually reimagined through our collective dedication.



UL's Arts and Culture Framework 2026-2030 sets out how we will build on that legacy. It recognises that culture and creative excellence are not optional extras: they are catalysts for deeper learning, richer societies, and more imaginative futures. By fostering critical and creative thought, promoting social cohesion in an increasingly complex world, countering isolation and exclusion, cultivating digital competencies, and enriching our sense of place and identity, this Framework affirms the transformative power of the arts. It offers a compelling vision of their impact within UL and in the wider society we serve. Importantly, the Framework will also enable us to support research and research-funding applications across the campus, drawing strength from the diversity of our disciplines and our established excellence in culture, creativity, and the arts.

The Framework also emphasises the vital importance of co-curricular and extracurricular engagement. Activities that take place beyond the formal curriculum enrich the student experience, building communities of interest that support retention, wellbeing, and belonging. Clubs, societies, and cultural initiatives cultivate transferable skills and confidence, shaping graduates who are not only academically prepared but also socially connected, creative, and resilient.

We will continue working with our internal stakeholders, many of whom already hold national and international reputations for excellence. We are equally energised by the opportunity to forge new partnerships across UL, throughout Limerick city and the Mid-West, and with cultural organisations across Ireland and the world. These connections strengthen the creative life of our university and deepen its impact on the region we serve.

UL is already a social, economic, and cultural engine for the city and region, and our campus (effectively the largest public park in Limerick) is a gathering place for thousands of people who come to learn, perform, exercise, and experience nature.

We now have a powerful opportunity to expand these connections further, placing culture and the arts at the heart of a dynamic, creative campus.

Collaboration lies at the core of this Framework.

Strategic Objective 4 outlines our ambition to create a thriving arts and culture ecosystem, one that resonates across our community and generates new knowledge through making, performance, writing, and creative intervention. This is a living ecosystem: diverse, evolving, and open.

And crucially, it is an ecosystem with space for everyone. **Strategic Objective 1** commits to creating opportunities for creators and creativity; **Strategic Objective 2** focuses on the needs of audiences, offerings, and venues; and **Strategic Objective 3** strengthens awareness and engagement through clear, measurable actions. Together, these objectives ensure that the arts at UL are accessible, vibrant, and future focused.

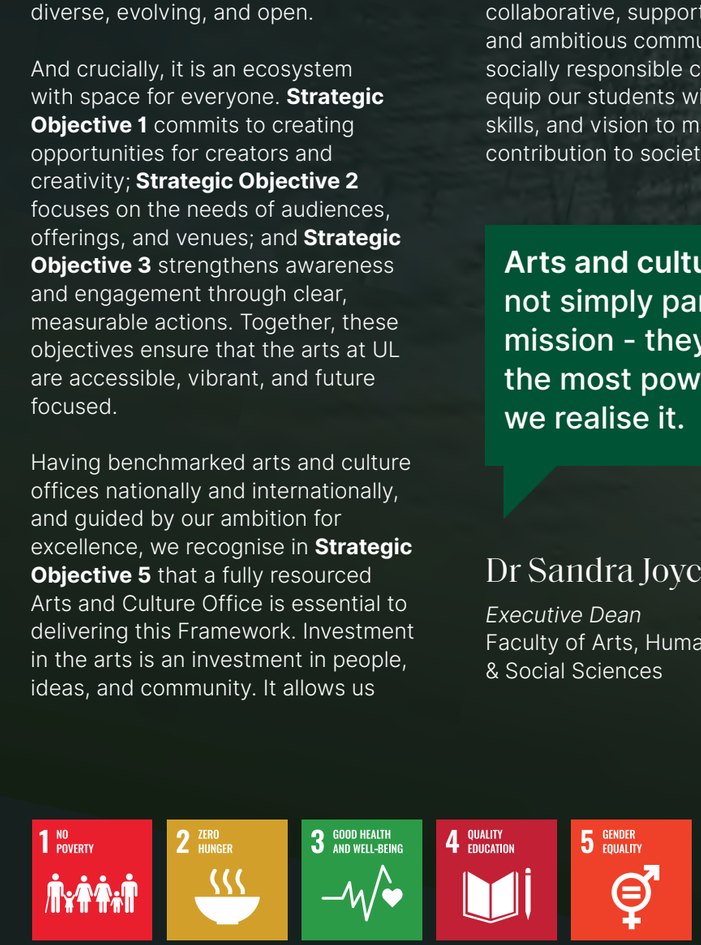
Having benchmarked arts and culture offices nationally and internationally, and guided by our ambition for excellence, we recognise in **Strategic Objective 5** that a fully resourced Arts and Culture Office is essential to delivering this Framework. Investment in the arts is an investment in people, ideas, and community. It allows us to support underrepresented voices, widen participation, and cultivate meaningful, co-creative partnerships.

This Framework reinforces and advances the core values and mission of University of Limerick: to be a collaborative, supportive, sustainable, and ambitious community; to foster socially responsible citizens; and to equip our students with the knowledge, skills, and vision to make a meaningful contribution to society.

Arts and culture are not simply part of that mission - they are one of the most powerful ways we realise it.

Dr Sandra Joyce

Executive Dean
Faculty of Arts, Humanities & Social Sciences



Process

To initiate the development of a new Arts and Culture Framework for UL, a core team was established, comprising Dr Sandra Joyce (Executive Dean, Arts, Humanities and Social Sciences), Eoin Brady (Internal Communications Manager), and Dr Pamela Cotter (Project Manager). This team was supported and guided through the Framework development process by external consultant Mary Carroll from Growth Potential.



A call for expressions of interest was issued to invite applications for membership of a dedicated Steering Group, which would play an advisory role in the Framework's development. The call generated a strong response, reflecting broad interest and engagement across relevant sectors. Members of the Steering Group were selected from the EOI submissions, with a focus on achieving balanced and equitable representation to ensure a diversity of perspectives and experiences would inform the Framework.

At the initial meeting of the Steering Group, the vision and mission for arts and culture at UL were defined. The team also identified challenges and opportunities for UL in the area of arts and culture.

Multiple stakeholders were consulted to inform the direction and priorities for arts and culture for the next five years. Details of that stakeholder consultation are outlined in the section below.

After reviewing all stakeholder consultation outputs, including challenges to be addressed and opportunities to be pursued, as well as the context within which UL operates, the Steering Group agreed on five key areas of focus for the Framework period. A strategic objective was agreed for each of these areas.

Actions to achieve these objectives and metrics to measure their delivery were agreed upon. These specific, measurable strategic objectives and top-level actions are crucial for ensuring that progress can be measured with certainty and that everyone will be clear on how progress will be made.

The proposed strategic objectives, actions, and metrics were reviewed with some key stakeholders. The Framework was then financially analysed to ensure its feasibility.

Final review by both the Steering Group and Executive Committee completed the Framework development process.

Stakeholder Consultation

The stakeholder consultation was conducted from January to April 2025. Our goal was to capture the views of members of the arts and culture community while also surveying those less directly involved to identify ways to strengthen future engagement.

We reached out to a wide range of individual stakeholders and held fifteen one-to-one interviews: these included the Acting President, artists-in-residence, heads of departments, and members of the Governing Authority, as well as external stakeholders (e.g. Limerick Migrant Integration Forum) and members of the local arts and culture community (e.g. Lime Tree/Belltable, UCC Arts & Culture Officer).

Focus groups were conducted with UL Student Life, Music Generation, and members of the Limerick contemporary art community. Additionally, a World Café was organised to allow all UL staff, faculty, and students the opportunity to share their opinions on the Framework.

Finally, three surveys were created and circulated to the following groups: 1) UL campus community, 2) the local Limerick community, 3) Limerick schools. In total, we received one hundred and ninety responses to the surveys—one hundred and fifty from UL campus, thirty-four from the Limerick community, and six from Limerick schools.

A review of our internal and external stakeholder consultations revealed different but often overlapping findings. The external stakeholders highlighted challenges surrounding engagement with arts and culture at UL, such as awareness and communication, accessibility, and travel and transportation. The internal stakeholders raised similar issues with communication and visibility while also citing resources, engagement, and cultural perceptions. External stakeholders requested that UL expand its presence in the city, along with more diverse content, collaborations, and education opportunities. Internal stakeholders called for the creation of an Arts and Culture Office, increased visibility, more diverse event times and locations, further collaborations, and greater inclusion of arts and culture in the curriculum. Perhaps most importantly, many stakeholders discussed the strengths UL already possesses—its faculty, staff, students, infrastructure, assets, artists-in-residence, and welcoming public campus—highlighting the rich potential across the entire university.



The stakeholder consultation provided valuable feedback and revealed areas for consideration which were used in the creation of this Arts and Culture Framework. We believe this Framework will allow us to take a unifying approach to capitalising on our existing resources, talent, and potential, and drive UL to achieve even greater success.

A driving force for culture and heritage

Vision

A university that **cherishes and advances the essential role of arts and culture** in nurturing a vibrant, creative environment that connects people and multiple perspectives.

Mission

To engage and inspire all our communities to showcase and foster creativity and the fundamental role arts and culture play in **shaping a sustainable university and society**.

Five-Year Goal

Arts and culture is a sustainably resourced, central, and valued element of UL life, with **increased opportunities to experience artistic and cultural creation**, underpinned by improved connections, communication, and engagement.



Strategic Objectives



SO1

Cultivating, Embedding, and Facilitating Creativity

UL students and staff have the opportunity to take part in artistic and cultural creation.

SO2

Programme of Events/Offerings/ Venues

An accessible, diverse range of experiences through a community-informed arts and culture calendar.

SO3

Communication and Engagement

An open arts and culture ecosystem where people know what arts and culture experiences are available to them.

SO4

Connections

Arts and culture connections with communities and partners at local, national, and international levels have been created and enhanced.

SO5

Resources

A fully resourced strategic Arts and Culture Office in place with sustainable multi-annual funding for operational budget.

Strategic Objectives

Actions and Metrics

SO1

Cultivating, Embedding, and Facilitating Creativity

UL students and staff have the opportunity to take part in artistic and cultural creation.

Actions

1. Map existing opportunities to create and identify gaps.
2. Lead on the development and co-creation of new opportunities for students and staff to engage in artistic and cultural creation, both curricular and co-curricular/ extracurricular.
3. Explore, encourage, and facilitate the development of digital creativities.
4. Support and promote opportunities for creativity through arts and culture engagement with core teaching and research.
5. Develop and implement a system to annually track opportunities for engaging in artistic and cultural creation.

Metrics

— Year 1: Existing opportunities for engaging in artistic and cultural creation are documented.

— Year 3: A system for annually tracking and reviewing opportunities for engaging in artistic and cultural creation is implemented, with baseline data captured on items such as number and type of opportunities.

SO2

Programme of Events/Offerings/Venues

An accessible, diverse range of experiences through a community-informed arts and culture calendar.

Actions

1. Map the existing arts and culture offerings and activities on campus.
2. Establish a baseline metric for audiences of creative experiences on campus.
3. Develop and implement a process that calls for expressions of interest for arts and culture initiatives.
4. Identify new spaces for arts and culture offerings on campus and in Limerick city and Mid-West region.
5. Coordinate and curate events and experiences year-round for students, staff, and other stakeholders, leveraging existing arts and culture offerings and archives.
6. Work to ensure diversity and accessibility of arts and culture experiences.
7. Create a dynamic annual calendar of scheduled arts and culture offerings.
8. Establish and implement methodology to measure the impact of arts and culture experiences.

Metrics

— Year 2: The diversity of audiences and locations of creative events are measured annually against predefined metrics.

— Year 3: Two signposted events (repeatable) and a defined number of weekly events that meet audience interests are offered.

— Year 4: Attendance at creative events increases by 10%.

SO3

Communication and Engagement

An open arts and culture ecosystem where people know what arts and culture experiences are available to them.

Actions

1. Position UL as a home for both critical and experimental creative research, research outputs, and research funding, as well as enriching arts and culture experiences.
2. Showcase and communicate the dynamic calendar of scheduled arts and culture offerings.
3. Develop and implement an arts and culture communications and engagement plan targeting students, staff, and the wider community in Limerick and the Mid-West region.
4. Work with the Marketing and Communications Division to embed arts and culture within the UL brand proposition.

Metrics

— Year 5: Communications and engagement plan is in place.

— Year 5: Less than 30% of UL campus surveyed cite being unaware of arts and culture on campus as a reason for not attending events.

SO4

Connections

Arts and culture connections with communities and partners at local, national, and international levels have been created and enhanced.

Actions

1. Map existing partnerships and connections with key internal stakeholders.
2. Map existing partnerships and connections with communities locally, nationally, and internationally.
3. Explore opportunities for new partnerships and connections.
4. Develop and deliver events/experiences in collaboration with internal stakeholders and external partners.
5. Diversify and increase the visibility of UL artists-in-residence.

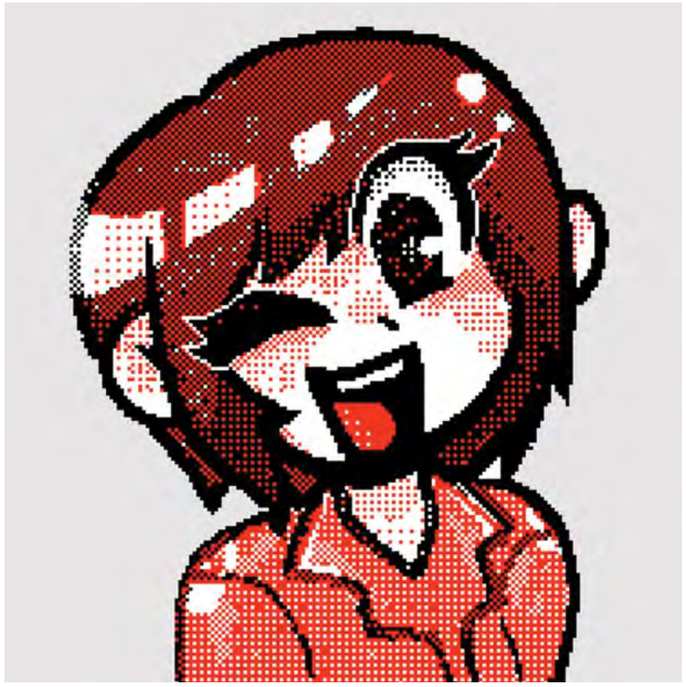
Metrics

— Year 3: Existing arts and culture connections are mapped.

— Year 5: Five new or upscaled events/experiences are delivered in collaboration with external partners.

— One new artist-in-residence is identified per annum.









SO5

Resources

A fully resourced strategic Arts and Culture Office in place with sustainable multi-annual funding for operational budget.

Actions

1. Develop a team of four full-time positions for arts and culture.
2. Secure sustainable multi-annual funding for the operational budget.
3. Secure space for the Arts and Culture Office.

Metrics

— Year 2: A dedicated Arts and Culture lead is appointed.

— Year 3: A plan for championing, advocating, and actioning arts and culture campus-wide, in Limerick, and in the Mid-West region is in place.

— Year 5: A dedicated Arts and Culture team of four people is in place.

— Years 1-5: Multi-annual staff and operational funding is in place.

Framework

Implementation

This Framework will be owned by the Arts and Culture Office under the stewardship of the Arts and Culture lead.

To deliver on the vision and mission of this Arts and Culture Framework, an operational plan will be developed based on the actions and performance metrics detailed under each strategic objective.

The development and implementation of this plan will be done with oversight from an Arts and Culture Committee, established as a sub-committee of Academic Council and membership of which will represent stakeholders from across campus and the Mid-West region.

Agility is crucial, so this Arts & Culture Framework must be adaptable to changing dynamics and circumstances. A review of both the external and internal environments will be incorporated into the implementation and oversight processes. If necessary, appropriate modifications or recalibrations will be made to the Framework. It is imperative that any changes, their rationale, and any resulting amendments to operational plans and individual goals are agreed upon and communicated clearly and consistently.

Review

The Arts and Culture lead will provide regular updates to the Executive Committee Framework owner, who will then update Executive Committee on strategic, financial, and operational issues.

To measure and communicate our progress in executing this Framework, we will use the following methods:

— Regular updates to Executive Committee on milestones, targets, and key performance indicators (KPIs) related to the operational plan.

— An annual evaluation of the Arts and Culture Framework and all associated metrics conducted by the Arts and Culture lead and team.

— Keeping stakeholders informed through meetings, engagement activities, and routine reporting via communication channels.

Artistic, Cultural, and Creative Resources

Captured below is a snapshot of current areas and courses on campus that have a direct remit for performative or creative endeavour and that form a strong foundation for the implementation of this Framework. It is not exhaustive and if anyone has been left out, the error is ours alone. What stands out is the range and diversity of artistic, cultural, and creative resources already in place in UL.

Aonad na Gaeilge

Aonad na Gaeilge, the Irish Language Centre at University of Limerick, supports staff and students and the wider public to engage in Irish language teaching, learning, research, policy, and cultural activities; to develop their language awareness; and to nurture connections with the language irrespective of individual proficiency levels.

Glucksman Library

The Glucksman Library supports the teaching, learning, and research activities of the University by providing quality information resources, education, support, and facilities to students, faculty, staff, and researchers. The library's Special Collections and Archives Department contains extensive print and digitised collections and acquires, preserves, and provides access to unique and distinct cultural heritage materials including rare books, manuscripts, archives, and other primary sources. In addition to multiple reading rooms, study areas, and event and exhibition spaces, the library's dedicated digital scholarship area, *The Edge*, provides open, technology-rich spaces that bring together tools and staff to enable creativity and engagement with digital scholarship.

Irish Chamber Orchestra

The Irish Chamber Orchestra (ICO) is one of the world's most inspiring chamber orchestras, performing to the highest artistic standards for the widest possible audience, and a catalyst for integration and social change through inclusive engagement with children and local communities.

Irish World Academy of Music and Dance

Founded in 1994 by Professor Mícheál Ó Súilleabháin, the Irish World Academy of Music and Dance is the centre of academic and performance excellence at University of Limerick. The Academy honours the energies of performance and academic reflection across a wide range of genres and disciplines. These in turn are informed by innovative community outreach and artist-in-residence initiatives that take the Academy to the wider community while attracting a wealth of international performance and scholarly expertise.

Postgraduate Students' Union

The Postgraduate Students' Union (PSU) represents all postgraduate students at UL and, in collaboration with other unions across Ireland, advocates for a better research and student experience. Alongside academic representation, the PSU organises diverse events from arts and crafts to speed friending, dance classes, and cultural activities, enriching postgraduate life.

Student Life

UL Student Life is the representative organisation for the university's 19,000 students and serves as a vibrant hub for students' social, sporting, cultural, political, and leisure activities. Through a wide range of services, supports, events, clubs, societies, campaigns, and training, it plays a vital role in shaping the student experience. Opened since September 2025, the new Student Centre serves as the central point for student engagement and provides an inclusive environment where all students can come together to socialise, relax, and immerse themselves in the student experience.

University Concert Hall

Ireland's first purpose-built concert hall, with variable acoustics to allow its sound design to be tailored to all genres of performance. Since 1993, the venue has hosted numerous classical recitals, stand-up comedians, pantomimes, and singer-songwriters, adding breadth and depth to the cultural life of the Mid-West region.

Visual Arts

UL holds one of Ireland's most significant university art collections, featuring modern and contemporary works by leading Irish artists including Jack B. Yeats, Mainie Jellett, Alice Maher, Janet Mullarney, and Louis le Brocquy. The collection reflects the University's commitment to creativity and cultural engagement, enhancing the campus environment while providing a lasting resource for research, teaching, and public enjoyment.

Creative Spaces and Performance Venues

— Citizens Innovation Lab (UL City Campus)
— CSIS Recording Studio A
— Digital Futures Lab (KBS)
— Electronic Music Studio (CSIS/DMARC)
— Fab Lab Limerick (UL City Campus)
— Jonathan Swift Theatre
— Language Learning Hub (MLAL)
— Luna Theatre and Media Hub (new Student Centre)
— Seomra na Gaeilge (Aonad na Gaeilge)
— SpADE (CSIS/DMARC)
— Theatre 1 and Tower Theatre (IWAMD)
— The Edge (Glucksman Library)
— The Globe (UL Global)
— The Studio (Architecture and Product Design)
— UL Language Centre
— University Concert Hall

Artists-in-Residence

— Dr Emily Cullen, Meskell UL Poet in Residence (Creative Writing)
— Elis Czerniak, Sharon Phelan, and Tomislav Oliver, Sonic Arts Residencies (CMC/DMARC)
— Aoife Dunne, Arts Council Digital Artist in Residence (DMARC)
— Fidget Feet Aerial Dance Theatre (IWAMD)
— Rhiannon Giddens (IWAMD)
— Maurice Gunning, Photographer (IWAMD)
— Irish Chamber Orchestra (IWAMD)
— Luail—Ireland's National Dance Company (IWAMD)

Festivals and Summer/Winter Programmes*

— Blas International Summer School of Irish Traditional Music and Dance (IWAMD)
— Global Spring Festival (UL Global)
— International Choral Conducting Summer School (Sing Ireland)
— Limerick Classical Concert Series (UCH)
— Limerick Early Music Festival
— Limerick Lifelong Learning Festival
— Limerick Sings International Choral Festival (UCH)
— Limerick Summer Proms (UCH)
— Open Futures/Light Moves Festival
— Rising Stars (UCH)
— Step Up Dance Project (IWAMD)
— UL Creative Writing Festival and Summer School
— UL Creative Writing Spring Retreat
— UL Creative Writing Winter School

* We acknowledge many of these festivals and summer/winter programmes take place in partnership with various UL departments, external organisations, councils, and community groups.

Programmes

Undergraduate

— Certificate in Music and Dance
— BA Arts
— BArch
— BA in Contemporary Dance
— BA in Irish Dance
— BA in Irish Music
— BA in Voice
— BA in World Music
— BSc in Interaction Design
— BSc in Music Media and Performance Technology
— BSc in Product Design and Technology

Postgraduate

— MA in Classical String Performance
— MA in Community Music
— MA in Composition and Creative Music Practice
— MA in Contemporary Dance Performance
— MA in Creative Writing
— MA in Dance Studies
— MA in Ethnochoreology
— MA in Ethnomusicology
— MA in Irish Music Studies
— MA in Irish Traditional Dance Performance
— MA in Irish Traditional Music Performance
— Master of Landscape Architecture
— MA in Music Therapy
— MA in Public History and Cultural Heritage
— MA in Ritual Chant and Song
— MA in Songwriting
— MA/MSc in Interaction and Experience Design
— MSc in Design for Health and Wellbeing
— MSc in Urban Design and Climate Resilience
— Postgraduate Certificate in Irish Music Studies
— Postgraduate Certificate in Optimisation of Health for Performance in Irish Dancers
— Postgraduate Diploma in Irish Music Studies



Artwork Credits

Front Cover	Margaret Nalley and Ciara Waterman, BA Irish Dance students at *House of Light*, the opening event of the Irish World Academy's 30th anniversary celebrations. Photo © Arthur Ellis.
1	Lunar New Year 2024, celebration organised by UL Global. Photo © Arthur Ellis.
3	MA Contemporary Dance Performance students, Irish World Academy. Photo © Maurice Gunning.
5	Niamh Dunne and Jim Higgins at *Blas International Summer School of Irish Traditional Music and Dance,* Irish World Academy. Photo © Maurice Gunning.
7	Holi celebration, organised by UL Global as part of UL Global Spring Fest 2024. Photo © Tim Kindler.
9	*House of Light*, the opening event of the Irish World Academy's 30th anniversary celebrations. Photo © Arthur Ellis.
10	Jack B. Yeats (1871-1957), *Clear Water*, 1936, oil on canvas, the Irish American Cultural Institute's O'Malley Collection.
13	Arts & Culture World Café, University of Limerick. Photo © Paul Mullins Photography.
14	Tara Sagay, BA World Music student, Irish World Academy. Photo © Maurice Gunning.
17	Karah Delany, BA Contemporary Dance student at *House of Light,* the opening event of the Irish World Academy's 30th anniversary celebrations. Photo © Arthur Ellis.
18	Students in front of Geometric Forms by Alexandra Wejchert.
22	The Living Bridge – An Droichead Beo, design by Wilkinson Eyre Architects.
24 Left	*Self-Portrait* by Megan Brophy, CULTURE SHOCKED! Visual Impressions of Intercultural Encounters.
24 Right	*Seussical* presented by UL Musical Theatre Society. Photo © Desirée McMahon.
25	Untitled by Graham Knuttel. Glucksman Library. Generously donated to the University of Limerick Art Collections by Dr. Garret A. FitzGerald, MD, FRS. Photo © Sean Curtin.
26	*Open Futures 2024,* multidisciplinary residency collaboration. Produced by Dance Limerick with CSIS (Digital Media and Arts Research Centre) and location partners Irish World Academy and Limerick City Gallery of Art. Funded by the Arts Council of Ireland.
31	BA Contemporary Dance and BA World Music students, Irish World Academy Photo © Maurice Gunning.
33	University Concert Hall.
Back Cover	Leaf Litany by Tom Fitzgerald.

Preludes

by Emily Cullen

On holidays, my son has chosen to purchase
a novelty back scratcher which he delights
in tendering to tickle. The slim green rod
with small metal hand and fingers
reminds me of the ink-soaked rastrum

Bach's sons raked across his manuscripts
in readiness for new cantatas. Before stave
paper was invented, their five-nibbed pen
of brass marked five lines, four spaces. They
scratched those rastra fast on his *tabula rasa*

blank pages awaiting clef and staff, and when
ink dried, transposed their father's fugues.
A vision of their patient preparation to
score his baroque notation titillates in
symphonies of possibility across ages

Dr Emily Cullen is Meskell UL Poet in Residence / Assistant Professor of Creative Writing, School of English, Irish, and Communication.

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