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This Annual Report covers the period 1 October 2006 to 30 September 2007. It is available on the UL website at <http://www.ul.ie/web/WWW/Services/News> under the Publications section.

CHANCELLOR'S STATEMENT



The annual report relates to the Academic Year 2006/07, the last year in office of the Governing Authority 2002/07 and my last year as its Chair and Chancellor of the University.

Among the significant events of the year were:

- » the search for and appointment of the new President
- » a self-assessment by the Authority of its own performance during its term of office.

Following the resignation of Professor Roger G. H. Downer in 2006, a search/selection process, conducted in accordance with the Universities Act 1997, the University's own statutes and with the assistance of an international recruitment consultancy firm, was initiated. This resulted in February 2007 in the appointment of Professor Don Barry, the University's Vice-President Academic and Registrar to the position of President. The process attracted widespread expressions of interest from candidates in Ireland, the UK, and elsewhere in Europe and in North America. Professor Barry assumed the post of President in May 2007 and delivered his inaugural address in September 2007.

In reviewing its performance over its five-year term, the Governing Authority noted that among its achievements were:

- » the successful management of the Presidential transition with the resignation of President Downer, the interim appointment to the post of John O'Connor and the search/selection process that led to the appointment of Professor Don Barry
- » the adoption of a Strategic Plan for the 2006–2012 period
- » the management of the relationship with Mary Immaculate College
- » the further physical development of the campus, and
- » the addition of medical and architectural programmes.

In 2006/07 the Governing Authority continued to meet almost monthly and to conduct much of its business through eight Committees. Governors participated diligently in the work of the authority and I take this opportunity to acknowledge their contribution to the management and development of the University.

I thank John O'Connor, not only for filling the post of President for much of the period under review, but also for his very significant contribution over the last thirty years.

In Professor Barry we have found an academic leader who has already distinguished himself at this University and previously at University College, Cork and at Yale University.

I conclude by thanking the officers and staff for their continuing commitment to the University and by wishing them and President Barry every success.

Seán Donlon
Chancellor

I have been deeply honoured and privileged to be selected as President of the University of Limerick, an institution that has boldly set the agenda for higher education in Ireland since its inception. During my tenure as leader of the faculty, staff, students and friends of UL, I commit myself to upholding this tradition and building on the fine foundations already established. In this context I want to pay a particular tribute to those who have led UL before me – Founding President Ed Walsh, President Emeritus Roger Downer and, especially, President Emeritus John O'Connor, who has been a great source of support and guidance to me as I take on this challenging role.



The year under review has seen many positive developments at UL. Each of the pioneering and progressive initiatives outlined in this report represent the collective vision, innovation and dedicated endeavour of many people who work to achieve the University's mission. I hope this brief summary provides you with an adequate insight into their creativity and commitment.

Lastly, I want to express my appreciation and that of the faculty, staff, students and alumni of UL to the public-spirited individuals we were fortunate to have as members of our Governing Authority over its five-year term. We have benefited greatly from their guidance and support across the broad spectrum of campus activities. In the person of Mr Seán Donlon we have had a Chancellor of the highest distinction and integrity whose wise counsel and leadership deserve our acknowledgement and gratitude.

Reviewing the achievements described in this Annual Report I feel we can look forward with optimism and hope to the next phase of the University of Limerick's development, and I thank all those whose help will contribute to a positive and rewarding future for UL and the communities it serves.

A handwritten signature in gold ink that reads "Don Barry".

Don Barry
President

GOVERNING AUTHORITY

1 October 2006 - 30 September 2007

Chancellor	Mr Seán Donlon		
Deputy Chairperson	Mr George Cunningham		
President (to 30 April 2007)	Mr John O'Connor		
President (from 1 May 2007)	Professor Don Barry		
Members	Professor Colin Birkinshaw Ms Suzanne Bugler Professor Cyril Burkley Mr Michael Chapman Mr Jim Collins Dr Patricia Conlan Dr Mirette Corboy Cllr Eddie Creighton [^] Dr Peadar Cremin Professor Mark Davies Mr Seamus Dolan	Mrs Kay Doyle Ms Brid Dukes Ms Mary Finucane-Ryan Dr Alan Hegarty Ms Sinead Hickey ⁺ Mr Michael Houlihan Mr Tadhg B. Kearney Mr Brendan Lane Cllr Joe Leddin ^{^^} Professor Paul McCutcheon Dr Seán McGrath	Ms Maya Niebrzegowska ⁺⁺ Professor Pat O'Connor Mr St. John Ó Donnabháin Mr Fachtna O'Driscoll Mr Don O'Malley Ms Gwen Ryan (to Jan 2007) Mr Michael Ryan* Mr Dermot Shinnars-Kennedy Mr David Tocher Dr Thomas Turner
	* Succeeded by Mr Joe O'Connell in March 2007 ++ Succeeded by Ms Emma Murphy in July 2007 ^{^^} Succeeded by Cllr Ger Fahy in July 2007	+ Succeeded by Ms Judith Lynch in July 2007 [^] Succeeded by Cllr Kevin Sheahan in July 2007	

The Acting Secretary's Office is responsible for the management of the University's governance function. During the 2006/07 academic year, the Governing Authority:

- » Agreed the process for the recruitment and appointment of the next President of the University and approved the appointment in May 2007 of Professor Don Barry as the new President of UL.
- » Agreed the composition of the next Governing Authority. The Acting Secretary's Office commenced the process of establishing the new Governing Authority for the term of office 2007–2012.
- » Approved a scheme for internal promotion to professor (Personal Chair).
- » Endorsed a new Memorandum of Understanding between Mary Immaculate College and UL.
- » Approved a UL Treasury Policy.
- » Approved the University's Sports Development Plan, the concept design for the Library Phase 2 Building Project and the Irish World Academy for Music and Dance Building Project.
- » Approved the budget strategy for AY2007/08.
- » Approved the Governance of Irish Universities document at the request of the Higher Education Authority (HEA).
- » Approved faculty and staff appointments.
- » Noted student intake levels for AY2006/07 and CAO applications for AY2007/08.
- » Approved a number of internal audit reviews of different functional areas within UL.
- » Approved the publication on the UL website (<http://www.ul.ie>) of five quality peer review reports.
- » Noted a number of legislative compliance matters.



Mr Seán Donlon (left), UL Chancellor, and Minister Eamon Ó Cuiv, TD on the occasion of the launch of the UL Irish Language Scheme 2006–2009 in November 2006.

Champion hurler Eddie Keher was conferred with an Honorary Doctorate of Science at the University of Limerick in December 2006.

Eddie Keher, champion hurler and charity patron, was conferred with an Honorary Doctorate of Science at the University of Limerick on 20 December 2006.

Eddie Keher is celebrated as being one of the all-time greatest players of hurling and was named on the

“Hurling Team of the Millennium” by the GAA in 2000. He is today regarded by many as the greatest living player in the game of hurling – the most skilful player, prolific scorer and accurate free-taker of the modern game. Born in 1941 in Inistioge, County Kilkenny, Keher’s senior hurling career lasted from 1959 to 1977 and saw him win six All-Ireland medals with his native county.

In total, Keher played in nine All-Ireland hurling finals and still holds the record for scoring the most points (93) in All-Ireland finals. Between 1963 and 1976, Keher was hurling’s leading points scorer a remarkable 11 times and his nine Railway Cup medals are a Leinster record. Following retirement from his playing career, Keher continued his contribution to hurling in a number of different capacities.

Eddie Keher’s achievements are not confined to hurling. He has also made many contributions to society. He is a patron of GOAL, the international humanitarian organisation, and other voluntary organisations. He has been unfailingly generous in the giving of his time, energy and public profile to highlighting the plight of the poorest in the world and the work that GOAL is doing to help them.

Eddie Keher (right) gives President Emeritus John O'Connor a hurling lesson on the occasion of receiving an Honorary Doctorate of Science at the University of Limerick on 20 December 2006



ACADEMIC

The Vice President Academic & Registrar is the senior academic officer and assumes responsibility for all matters pertaining to the academic function of the University.

Following approval in March 2007 by the Minister for Education and Science for the establishment of a Graduate Medical School at UL, the first cohort of students entered the Bachelor of Medicine and Bachelor of Surgery (BMBS) programme in September 2007.

Three other new programmes enrolled their first intake of students at UL in September 2007: Bachelor of Arts (Joint Honours), Bachelor of Engineering in Enterprise Engineering and Bachelor of Arts (Education) in Modern Languages/English Language Teaching. In addition, Academic Council approved the following new programmes:

- » Diploma in Management (Motor Retail)
- » Diploma in Small Business Development
- » Certificate/Diploma in Special Needs
- » Graduate Diploma/Masters in Public Administration (International Public Policy)
- » Bachelor of Arts (Education) in Languages
- » Master of Science in Computational Finance
- » Master of Business in International Entrepreneurship Management
- » Diploma in Health and Fitness
- » Master of Science in Strategic Quality Management (Lean Sigma Systems) by Distance Education
- » Diploma/Bachelor of Science and Technology Studies
- » Master of Science in Intelligent Tutoring and Computer Assisted Learning Systems
- » Master of Arts in Educational Psychology
- » Diploma in Community Inclusive Practice Facilitation (Special Educational Needs)

Other Academic Council developments:

- » Academic Council approved a proposal to allow UL to make joint awards with other higher education institution(s) in the State or elsewhere. These awards will be designated qualifications of UL.
- » Academic Council adopted new regulations for structured PhD programmes that allow for taught elements on such programmes.
- » Academic Council agreed to amend admission requirements to recognise the Leaving Certificate subject Technology for satisfying specific course requirements.
- » Academic Council and Governing Authority approved the UL Undergraduate Student Charter.

Strategic Innovation Fund (SIF) developments included:

- » The enhancement of research programmes at UL to allow fourth

level initiatives to help Ireland play its part in the knowledge society

- » The initiation by UL, in conjunction with its Shannon Consortium partners LIT, MIC and ITT, of a range of access initiatives and learner support programmes
- » The establishment of an innovative information portal, IDEAS, for accredited modules for work-based students. UL leads collaboration on this project with NUIG, DkIT, LIT, ITT and CIT as partners.

A large number of faculty and staff are now using the Sakai Collaborative Learning Environment for sharing information, facilitating communication and collaboration among students, facilitating timely assessment and feedback and managing learning strategies. Sakai is also used by students for support in face-to-face teaching, online classes, student support services and research and professional networks.



College of Education

Some of the 32 students who commenced classes at UL in the BMBS degree programme, Ireland's first ever Graduate Medical Programme. This four-year medical degree is open to graduates from any discipline.



The Career Development Institute at UL is responsible for managing the delivery of professional development programmes at outreach centres throughout Ireland.

The College of Education is the lead provider of teacher education programmes in Ireland. It provides qualifying programmes that enable graduates to register as teachers with the Teaching Council and a range of professional development programmes designed to enable teachers and education professionals update their skills and knowledge base.

The initial teacher education programmes offered by the Department of Education and Professional Studies qualify graduates to teach business, languages, music, physical education, science and technology in all second-level schools and are offered both at undergraduate and postgraduate levels. Teaching practice is a core element of the programmes and is a vital measure of a student's progress in the pursuit of excellence in teaching.

Professional development programmes tailored to address the most pressing issues currently facing educators include, in particular, Social and Personal Health Education (SPHE) and Information and Communications

Technology (ICT). The Career Development Institute (CDI) is responsible for managing the delivery of these programmes at outreach centres throughout Ireland.

UL established the CDI in 1995 to fulfil the inservice element of its remit. Through the active support of the Minister for Education and Science, a range of academic initiatives at undergraduate, postgraduate and masters levels are constantly being accredited and delivered by the CDI. The CDI works in close partnership with the Teacher Education Section of the Department of Education and Science and the National Centre for Technology in Education.

College of Engineering

Pictured at the Product Design & Technology degree programme exhibition at UL is Kieran Nunan from Raheen, Limerick, with a model of his award-winning design, 'Satsuma', a multiple-terrain vehicle for children.



The first cohort of students on the Product Design & Technology programme graduated in September 2007.

The College of Engineering comprises four departments: Manufacturing & Operations Engineering, Materials Science & Technology, Mechanical & Aeronautical Engineering and the School of Architecture.

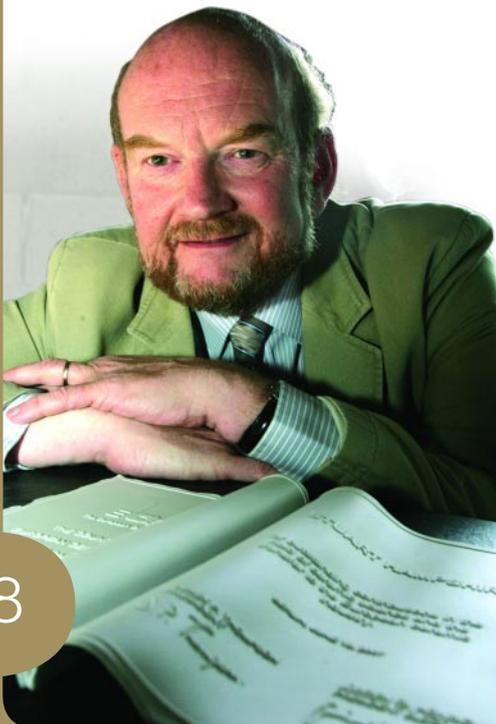
Based on the introduction of new programmes in architecture and construction management, enrolment numbers increased from 846 in 2005/06 to 910 in 2006/07. The College offered a Bachelor of Engineering in Enterprise Engineering for the first time and is currently developing a Bachelor of Engineering in Civil Engineering. The Product Design & Technology programme graduated its first students in 2007. Students from the programme came second and third in the Dyson Design awards. These awards present a new and exciting opportunity for an emerging Irish designer whose work best demonstrates the ability to think differently and create needed products that work better.

The College continues to publish consistently in peer-reviewed publications and conferences and was successful in obtaining research funding

in excess of €3.95m in 2006/07. There were 156 research and 46 taught postgraduate students registered during the year.

An application was made for funding for a GREP (Graduate Research Education Programmes) in computational mechanics. A link between UL/LIT and BRE (Building Research Establishment UK) resulted in the formation of BRE Ireland, a commercial research unit.

Professor Stuart Hampshire (Department of Materials Science & Technology) won the 2007 University Excellence in Research Award, while Professor Michael McCarthy (Department of Materials Science & Technology) won the 2007 University Special Achievement Award in Research. International awards were made to Professor Hampshire and Dr Thomas Waldmann (Department of Manufacturing & Operations Engineering).



Professor Stuart Hampshire, Chair of Material Science, who was awarded the prestigious Stuijts Award by the European Ceramic Society.



The Tiger's Eye: Festival of Irish Film @ UL took place in 2007. Pictured getting ready for the festival are (left to right) Mr Declan Costelloe, BA student in English and New Media at UL, Mr St John Ó Donnabháin, UL Students' Union President, and Dr Susan Cahill, Department of Languages and Cultural Studies at UL.

The College of Humanities has almost 2,500 students on 47 programmes at undergraduate, postgraduate and pre-degree level. There are five departments: History, Languages & Cultural Studies, Politics & Public Administration, Sociology and the School of Law.

The following key events took place during the year:

- » The first cohort of students registered on the BA (Joint Honours) degree. The programme offers students 16 subjects.
- » €2.5m in funding was awarded to the College from the Programme for Research in Third Level Institutions 4 (PRTL14).
- » The Institute for the Study of Knowledge in Society was formally established.
- » The first UL Tiger's Eye Film Festival was held on campus in March 2007. The week-long event brings together the best in Irish mainstream documentary and short film and has open access to the wider public.
- » Dr Luke Ashworth, Head of Politics and Public Administration, was awarded the University Excellence in Teaching Award (the fifth person in the faculty to win this award since 2002).
- » A fourth European Award for Teaching was won by the Department of Languages and Cultural Studies.

College of **Informatics** and **Electronics**

The College graduated a record number of PhDs during the year, and its research income exceeded €9m for the first time.

The headquarters of Lero, the Irish Software Engineering Research Centre, was officially opened by the Minister for Enterprise, Trade and Employment, Mr. Micheál Martin, TD, at UL in early 2007. Pictured (left to right) are Professor Kevin Ryan, Lero Centre Director, Mr. Micheál Martin, TD and Mr John O'Connor, President Emeritus, UL.



The College of Informatics and Electronics comprises the departments of Computer Science & Information Systems, Electronic & Computer Engineering and Mathematics & Statistics.

During the year the College introduced five new undergraduate programmes: BEng programmes in Biomedical Electronics and Robotic Engineering and BSc programmes in Digital Media Design, Software Development & Social Change, and Music, Media & Performance Technology.

The three student support centres within the College, the Mathematics Learning Centre, the Student Peer

Support Learning Centre and the ICT Learning Centre, all played their part in enhancing the learning environment.

The College graduated a record number of PhDs during the year (31), and its research income exceeded €9m for the first time. The College received the largest ever grant awarded for mathematics research in Ireland from Science Foundation Ireland (SFI). The grant is to support MACSI

(Mathematics Applications Consortium for Science and Industry), which will deal with mathematical modelling and the solution of industrial and engineering problems in Ireland.

Lero, the SFI-funded Irish Software Engineering Research Centre, which was established at UL in 2005, was officially opened in April 2007 by the Minister for Enterprise, Trade and Employment, Mr Micheál Martin, TD.



The College of Science has eight departments and delivers over 40 programmes to 2,136 undergraduate and 352 postgraduate students. In spite of strong external competition, student numbers have continued to expand across all programmes.

Over the past year events promoting science included visits to schools; hosting promotional stands at the Young Scientist exhibition, science teacher conferences and other events; the introduction of a highly successful science summer camp targeted at transition and fifth year students; and participation in the Science Speak event at the RDS in Dublin. In addition, the College welcomed large numbers of second-level students to the

campus to carry out laboratory experiments in biology, physics and chemistry and to attend stimulating scientific talks, such as the Superstrings event during Science Week. The College hosted the 25th ChemEd Conference, the Mentor Teacher seminar and participated in the ISTA conference.

The College introduced a new BSc Programme in Midwifery during the year and is preparing additional programmes in podiatry, dietetics and energy. The recent accreditation of the National Council for Exercise and Fitness (NCEF) by the College of Science reinforces the College's significant role in exercise, sports science and physical education. The NCEF is the largest access programme in UL and provides opportunities for distance education and supports the fitness and health industry nationally.

Mr Con Moynihan, PEAI President (left); Professor Don Barry, President; and Ms Maura O'Sullivan Ryan, Managing Director, NCEF, on the occasion of the NCEF becoming an academic affiliate of the University of Limerick.

In spite of strong external competition, student numbers at the College of Science have continued to expand across all programmes.

Kemmy Business School

New programmes approved during the year included the MBS in International Entrepreneurship Management and the MSc in Computational Finance.



New programmes approved during the year included the MBS in International Entrepreneurship and the MSc in Computational Finance Management, two programmes which will add to the portfolio of taught postgraduate programmes in the KBS.

Dr Christine Cross, Department of Personnel and Employment Relations, was presented with the Award for Excellence in Small Group Teaching at the December 2006 conferring ceremony.

Substantial progress was made during the year in the construction of the new Kemmy Business School building.

This world-class facility will be a significant addition to KBS facilities and will incorporate a simulated Wall-Street-style trading floor, the first of its kind in any Irish university.

The focus on research continued with eight PhD completions and approximately 80 research masters and doctoral students in the Graduate Centre of Business. Internationalisation expanded through a higher proportion of overseas students, more international faculty exchanges and the consolidation of research networks. A new Chair of Management was appointed and two additional Associate Professors were promoted within the School.

In 2007, the Kemmy Business School secured substantial scholarship funding for PhD students undertaking research in the emerging insurance area of terrorist risk. AXIS Capital, one of the world's leading insurance providers specialising in global insurance, undertook to provide funding of €15,000 a year for two years to eligible PhD students. Pictured (left to right) are Dr Martin Mullins, KBS, Professor Donal Dineen, Dean Kemmy Business School and Mr Tim Hennessy, GM & Finance Director Europe, AXIS.

The Centre for Teaching and Learning works closely with faculty members to develop an iterative strategy for enhancing teaching and learning processes within and beyond the University campus.

Highlights during the year included:

- » 2007 Spring Teaching Series: Professional development workshops designed through faculty consultations and integration of feedback from previous years, attended by 138 UL faculty and 20 participants from the Shannon Consortium partnership.
- » Enhancing learner awareness: Extended and supported with online learner awareness tools assisted by SIF cycle 1 funding, this service gives students a customised analysis of their learning preferences and helps them to develop a learning strategy for their years at university. More than 500 new students benefited from the service during the last year and demand is growing rapidly.
- » Six Strand 2 Strategic Innovation Fund (SIF) projects in teaching and learning innovations became fully operational under cycle 1: learner diagnostics project, regional teaching support strategy, regional writing centre, regional maths learning centre, regional science learning centre and regional language centre.
- » Support for ICT in teaching and learning: Ongoing support for Sakai Collaborative Learning Environment (CLE) and Sulis (Learning Management System within UL), e.g. Sulis student evaluation in December 06 and faculty evaluation in May 07.
- » Three writers' retreats delivered to 45 faculty/postgraduates; the early impact of the intervention on participants' scholarly processes and outputs has been demonstrated.

Dr Luke Ashworth (Department of Sociology) won the University Award for Excellence in Large Group Teaching. Dr Christine Cross (Department of Personnel and Employment Relations) won the University Award for Excellence in Small Group Teaching.



Six Strand 2 SIF projects in teaching and learning innovations became fully operational under cycle 1.

Cooperative Education and Careers

The Cooperative Education and Careers Division (CECD) is responsible for the management and development of UL's Cooperative Education, Teaching Practice and Careers programmes. Some 2,000 students are placed annually with a network of over 1,700 employers.

During 2006/07, future placements were identified in the areas of civil, commercial and residential construction; journalism; teaching and research; and software engineering and web development. New opportunities were also sourced in Japan, China, Thailand and the Philippines. Humanities students completed a range

of education and development-focused assignments in Argentina, Chile, China, Ghana and Uganda.

An online system to assess students' skills development during placement was successfully piloted during the year. The system allows students to assess their learning across a range of skills categories and identify skills gaps.

The Careers Service provides a varied programme of activities, events and services to support students in making the transition from education to employment or further study. During the year campus-based careers and postgraduate study fairs were organised and attracted 3,000 students and graduates and 170 exhibitors. The delivery of services to employers was enhanced through the use of an online vacancy notification facility on the CECD website (<http://www.ul.ie/careers/>).

Future placements were identified in the areas of civil, commercial and residential construction; journalism; teaching and research; and software engineering and web development.

Careers Fair 2007





Undergraduate and postgraduate students from China join together in celebration of the Chinese New Year at the University of Limerick.

The International Education Division (IED) continued to implement UL's strategic agenda in relation to the internationalisation of the campus, particularly in the recruitment of international students at all levels – full degree (undergraduate and postgraduate), summer schools and research – and the administration of international student exchanges with partner universities in the EU and elsewhere. In 2006/07, new exchange agreements were signed with universities in the USA, Canada, Australia and New Zealand, providing valuable additional opportunities for UL students as well as creating an international community on the Limerick campus.

IED interacted with 1,182 students on campus during the year, as follows:

CATEGORY	NUMBERS
Full degree international students	173
Fee-paying semester students	295
Incoming exchange students (EU and non-EU)	345
Outgoing UL exchange students	250
Summer School students	49
International research students	70

IED engaged actively in promotion and recruitment in the USA, China, Russia, India and Japan, with a particular focus on China and the USA for full degree recruitment. The Division also expanded its promotional range into five new markets: Kazakhstan, Mexico, Saudi Arabia, Taiwan and Thailand.

IED participated successfully in the Pilot Programme to test Standards of Good Practice for Education Abroad, pioneered by the US-based Forum on Education Abroad. UL was the only university in Europe to do so successfully.

Department of **Lifelong Learning** and **Outreach**

The HEA/SIF-funded Downtown Centre offers higher education information, advice and guidance to adults who have not had the opportunity to date to undertake or complete an undergraduate education.

In association with UL colleges and departments, the Department of Lifelong Learning and Outreach develops and provides accredited, modular, flexibly-delivered courses to people who wish to increase their knowledge, upgrade their skills or update their professional qualifications.

The major development within the department during the period under review was the launch of the Downtown Centre, which is funded by the HEA through the Strategic Innovation Fund and is being operated in conjunction with partners in the Shannon Consortium. The Centre will offer a Certificate in General Studies in 2007/08, which is a full-time, 24-week programme with guaranteed direct entry to a range of undergraduate programmes in the four partner institutions. Through its Educational Guidance Service, the Centre also offers information, advice and guidance on higher education learning opportunities to adults who have not had the opportunity to date either to undertake or complete an undergraduate education.

The continued growth of the outreach activity has seen the development of a new Diploma Programme in Special Needs for Muintearas, a community-based organisation serving the needs of the Gaeltacht areas throughout the country. A further development in this area has resulted in a part-time Diploma in Drug and Alcohol Studies being developed and delivered by the Department of Education and Professional Studies in partnership with the HSE, VECs, the Mid-West and North West Regional Drug Task Forces and the North West Alcohol Forum.



Quality



The Quality Support Unit (QSU) manages the quality reviews of academic and support departments and oversees the execution of a range of quality enhancement projects and activities. Quality is now embedded in all UL activities and the outcomes of the many quality improvement initiatives provide key inputs to strategic planning and decision-making. All academic departments have now been reviewed and the second cycle will commence in autumn 2008.

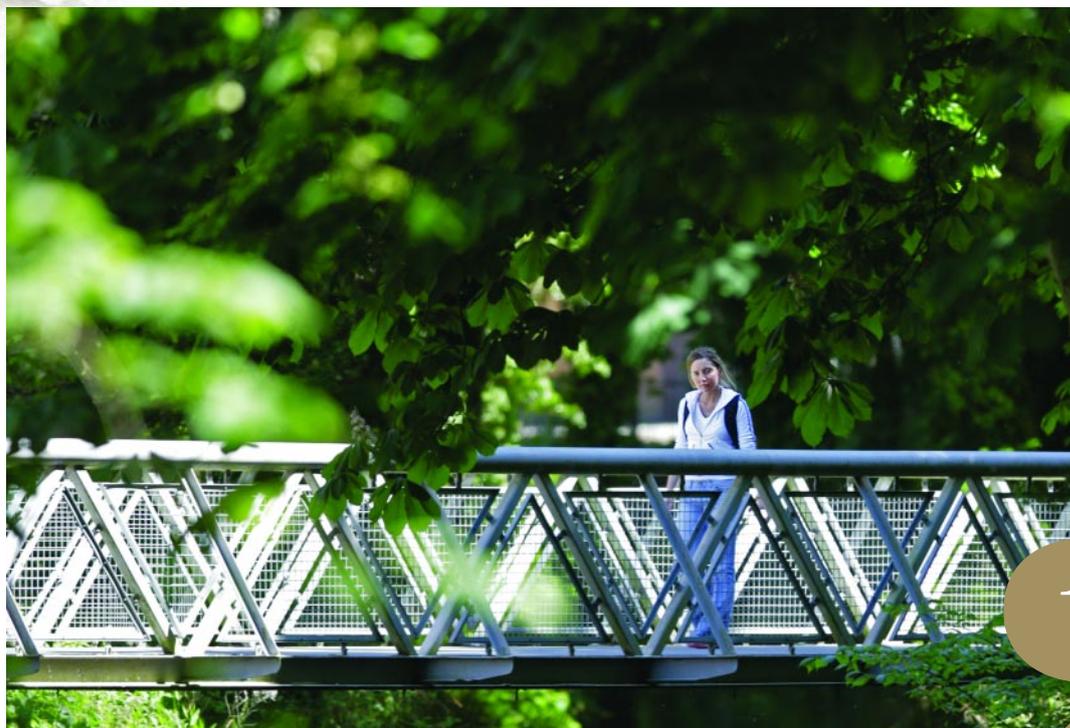
The review process of support departments focused on evaluating the effectiveness of each department's quality management system (QMS), which was developed in line with UL's QMS framework. The support departments reviewed during the year included Cooperative Education & Careers, Information Technology, Buildings & Estates and Human Resources.

The following departments undertook a self-evaluation exercise in preparation for their quality reviews: Finance, Student Affairs, Plassey Campus Centre, the Sports Department and the Research Office.

The QSU launched a further suite of quality improvement projects during the year under the QIFAC (Quality Improvement Fund Allocation Committee) scheme. Each project was jointly funded by academic and support departments.

In late spring 2007, the QSU delivered a student satisfaction survey to all students on taught programmes, the results of which will be published in 2008.

The Quality Support Unit launched a further suite of quality improvement projects under the QIFAC scheme.



FINANCE

UL capital expenditure amounted to just under €11m during the year- €2.9m related to equipment and the balance to land and buildings.



The office of the Vice President Finance comprises the Accounts Department and the Procurement and Contracts Office. Figures given in this report relate to the University's 2005/06 financial year (1 October 2005 to 30 September 2006).

Income increased to €92.65m from €82.49m, representing a satisfactory growth of 12.3% over the previous year.

State grant increased from €40.72m to €46.4m, representing a growth of 14.0%, while student fee income increased by 10% from €38.26m to €42.12m.

Income from other sources increased from €3.51m to €4.12m, a growth of 17.5%, due mainly to an increase in deposit interest income and international student numbers.

Recurrent expenditure grew from €83.58m to €94.16m, an increase of 12.7%. This increase reflects the continuing increase in pay awards,

general non-pay inflation and strategic development of a number of new academic programmes to enable the University to meet market demand and national priorities. Pay costs currently represent 66% of total expenditure, which limits the ability of the University to respond to opportunities that meet its mid- to long-term strategic objectives.

University capital expenditure amounted to just under €11m during the year; €2.9m related to equipment and the balance to land and buildings. This investment is a subset of the 2005–2010 physical development programme being implemented on campus.

The University's procurement strategy has been reviewed and updated in line with the UL Strategic Plan 2006–2011. The Procurement and Contracts Office reviewed over €40m worth of expenditure within the University's capital and recurrent budget. The potential saving from professional procurement involvement in the process was approximately €5m.

An approval process for screening suppliers with a yearly expenditure of less than €50,000 was put in place. A pilot project involving suppliers of small contracts to Buildings and Estates was performed.

The Procurement website (www.ul.ie/procurement) was regenerated, with enhancements added to provide more information to UL employees, students, suppliers and other interested parties. An online supplier complaints and rating procedure was added to the site.

Current **Income and Expenditure Account**

Current Income and Expenditure Account	Notes	2006 €'000	2005 €'000
Income			
State Grants	1	46,405	40,715
Student Fees	2	42,119	38,264
Other Income	3	4,122	3,508
		92,646	82,487
Contract Research and Other Self-Funded Projects	4	33,873	29,884
		126,519	112,371
Mary Immaculate College			
State Grants		7,849	10,622
Student Fees		6,600	6,000
Less amount transferred to Mary Immaculate College			
		(14,449)	(16,622)
Total		126,519	112,371
Expenditure			
Colleges and Departments	5	52,459	47,133
Academic and Other Services	6	9,332	9,134
Premises	7	12,197	10,742
Amount allocated for Capital Purposes	8	1,539	1,549
Central Administration and Services	9	10,060	7,796
General Educational Expenditure	10	1,708	1,678
Student Services	11	2,533	2,336
Miscellaneous Expenditure	12	4,331	3,211
		94,159	83,579
Contract Research and Other Self-Funded Projects	4	33,873	29,884
Total	13	128,032	113,463
Deficit on Activities before Amortisation of Capital Reserves and Grants, Ancillary Services and Depreciation on Fixed Assets		(1,092)	(5)
(Deficit) / Surplus on Ancillary Services	14	197	(415)
Depreciation of Fixed Assets	15	(8,255)	(8,132)
General Reserve Movement	16	8,058	8,547
Net Deficit for Year	24	(1,513)	(1,092)

Balance Sheet

Balance Sheet	Notes	2006 €'000	2005 €'000
Tangible Fixed Assets	17	272,468	269,901
Investments	18	22,855	22,193
Current Assets			
Bank Balances and Cash		36,060	39,149
Debtors and Prepayments	19	12,522	9,607
Stocks		43	22
		48,625	48,778
Current Liabilities			
Creditors and Accrued Expenditure	21	(52,571)	(60,695)
Net Current Liabilities		(3,946)	(11,917)
Total Assets Less Current Liabilities		291,377	280,177
Represented By			
General Reserve	22	270,626	258,376
Restricted Reserves	23	22,764	22,301
Revenue Reserve	24	(2,013)	(500)
		291,377	280,177

The financial statements above are for the year ending 30 September 2006.



RESEARCH



The Research Office monitors and provides strategic direction to the University's research activities. The office develops and implements research policy and strategy, provides leadership in the preparation of institutional submissions for research funding, promotes postgraduate research activities, liaises externally with relevant agencies and manages technology transfer and the commercialisation of UL research.

The number of refereed journal articles rose by 35% over the last two years. Research contracts awarded during 2006/07 totalled €40.5 million. The University of Limerick is highly regarded for conducting leading-edge research in key areas such as software engineering and the biosciences, with research income having increased by 300% in the last five years and the number of PhD students having more than doubled during this period.

Over €18 million was received from the Programme for Research in Third Level Institutions (PRTLII) Cycle IV. The PRTLII funding awarded to UL supported six strategic areas of research at UL, as follows:

- Lero – the Irish National Software Engineering Research Centre – was awarded €7.3 million to build appropriate physical and human infrastructure and to establish the Software Engineering Graduate School.

- The Materials and Surface Science Institute (MSSI) was awarded €5.7 million for its proposed programme of research activities in nanotechnology.
- Humanities and social sciences research at UL plays a key role in the National Social Science Platform: Knowledge, Innovation, Society and Space (NSSP) initiative and was awarded a total of €2.5 million to develop the Institute and build critical mass around UL core strengths in humanities and social sciences research.
- An interdisciplinary grouping of UL researchers in the area of biophotonics and tissue imaging was awarded €1.29 million under the National Biophotonics and Imaging Platform for further study in the assessment of skin cancers, inflammation and tumour angiogenesis.
- A national initiative involving functional foods has led to further research collaborations between UL, UCC and UCD and to the establishment of the National Platform FoodIreland: National Food and Health Collaborative Research Programme, for which UL researchers have been awarded over €700,000.
- UL researchers working within the Charles Parsons Initiative (CPI) focus on three main areas of research: energy; marine technologies; and environmental monitoring and sustainability markers. The latter two areas are involved in the current cycle under the National Platform Environment & Climate Change: Impacts and Responses, for which UL received over €600,000 to develop and integrate a national environment graduate programme with its partner institutions UCC, TCD, NUIG, NUIM and CIT.

Areas identified by the Research Office for priority development include materials and surface science; work, quality and productivity; information and communications technology; biosciences, environment and bioengineering; and humanities and social science.

The Award for Excellence in Research 2007 was made to Professor Stuart Hampshire. The Award for Special Achievement in Research 2007 was made to Professor Michael McCarthy.

A total of €40.5 million was award to UL in research contracts.



Graduate School

College	Masters F/T	Masters P/T	Masters Total	PhD F/T	PhD P/T	PhD Total	Total
Kemmy Business School	7	8	15	26	28	54	69
Education	14	1	15	8	7	15	30
Engineering	63	13	76	74	8	82	158
Humanities	25	0	25	91	14	105	130
Interdisciplinary	3	2	5	13	1	14	19
Informatics & Electronics	80	28	108	103	32	135	243
Science	50	16	66	83	6	89	155
Totals	242	68	310	398	96	494	804

Number of Registered Postgraduate Research Students, 2006/07

College	Masters F/T	Masters P/T	Masters Total	PhD F/T	PhD P/T	PhD Total	Total
Kemmy Business School	78	39	117	96	0	96	213
Education	27	80	107	21	141	162	269
Engineering	9	17	26	6	14	20	46
Humanities	242	11	253	20	7	27	280
Interdisciplinary	4	17	21	0	0	0	21
Informatics & Electronics	61	8	69	79	0	79	148
Science	130	64	194	1	23	24	218
Totals	551	236	787	223	185	408	1,195

Number of Registered Taught Postgraduate Students, 2006/07



The Student Affairs Division provides a central, comprehensive range of administrative services and supports to the entire student population of UL. The Division is responsible for large-scale operations (e.g. class and examination scheduling, orientation), policy development (e.g. Access policy), complex systems (e.g. student record system) and a wide range of dedicated supports aimed at enhancing the student experience at UL.

The appointment to the Student Affairs Division of three SIF-funded posts will provide further programmes of support for UL students and students of other collaborating institutions.

Mark O'Brien (right), a first year student of Industrial Biochemistry, was awarded the first Aughinish Alumina Access Scholarship in Science/Engineering by Damien Clancy (UL MSc '95), Managing Director of Aughinish Alumina, in a ceremony in Plassey House in April 2007. The scholarship programme enables the sponsorship of Access students for the full four-year duration of their degree programmes. Each scholarship is valued at €16,000 per student.

The Division comprises two units that provide academic administrative support (Admissions and Student Academic Administration), three units that provide specialist supports for target groups of students (Access, Disability and Mature) and four units that provide services for the holistic wellbeing of all students (Arts, Chaplaincy, Counselling and Health Centre). The appointment to the Division of three SIF-funded posts (Student Ambassador Programme Coordinator, Mature Student Programme Coordinator and Assistive Technology Assessment Centre Coordinator) will provide further programmes of support for UL students and students of other collaborating institutions (LIT, MIC and IT Tralee).

The AccessCampus (Roxboro), an outreach facility that operates as part of the Access Office, is developing well. A particular highlight during 2006/07 was the formation of the Homework Club and the provision of two scholarships to UL for students who attend the club.



Information Technology

The Information Technology Division (ITD) provides computing, audiovisual, printing, postage and telephone services to UL staff and students. Achievements during the year included the updating of teaching facilities in all teaching spaces, increased wireless and wired access for students and the replacement of all the outdated PCs used by students.



ITD had its annual quality audit from the National Standards Authority of Ireland and was certified again for ISO9001:2000. The Division also completed its quality peer review.

The following additional computing services were delivered:

- » Public access points in the Library and wireless access was considerably increased.
- » The Sakai E-Learning Management System went into operation.
- » The security of the computer network was enhanced.
- » Teamwork software was deployed.
- » Enhancements to the scheduling system were undertaken to reduce the manual workload of staff.
- » A support system was deployed to help students in academic difficulty.
- » Laptop clinics were introduced to help students who experience problems with their own laptops.
- » All student computers over four years old were replaced.

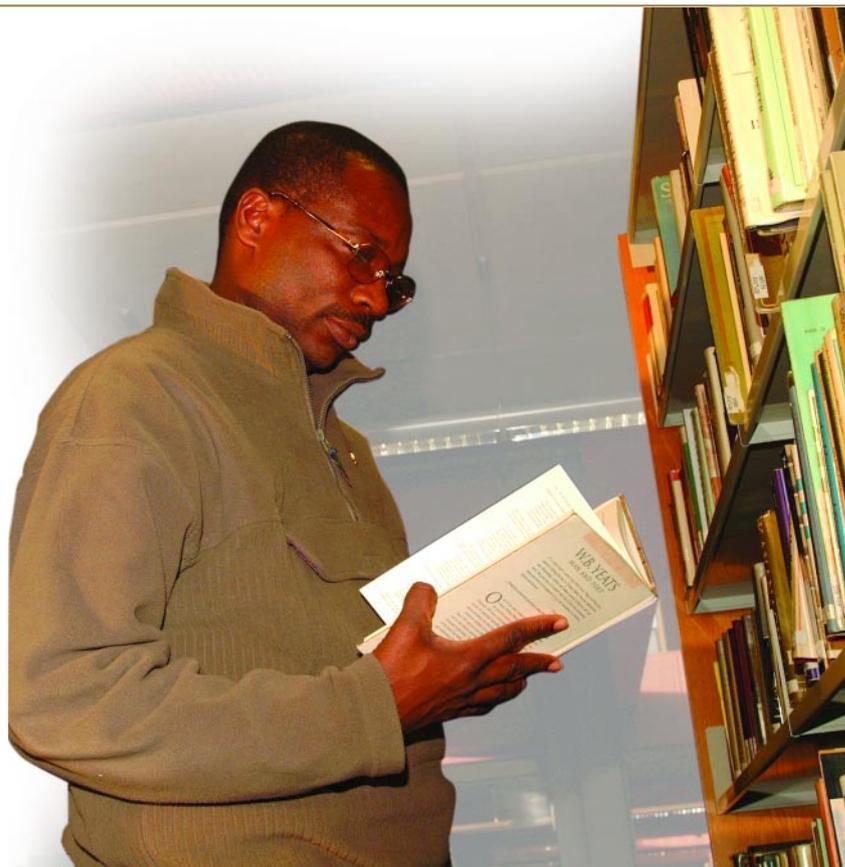
The Sakai E-Learning Management System went into operation during the year.



The Library and Information Services Division (LISD) provides facilities and services to support teaching, learning and research within UL. LISD also administers the University Archive and the Health Services Executive Library in the Limerick/Tipperary/Clare region of HSE West.

The following developments took place during the year:

- ❖ Significant research and planning was carried out in anticipation of the Phase 2 extension of the library building.
- ❖ SIF funding was secured for the development of an institutional repository which will be under the direction of LISD.
- ❖ The Library Development Plan 2007–2011 was formulated to set out LISD’s strategic direction for the next five years.
- ❖ Surveys, focus groups and campaigns were carried out to measure customers’ perceptions of, and satisfaction with, library services.
- ❖ The book budget was significantly increased for the first time in many years, resulting in substantial long-term upgrading of the library’s collections.
- ❖ The library acquired over 100 issues of an important 18th century local newspaper, *The Limerick Chronicle*, dating from 1768 to 1769. These issues are unique to UL and have not been made available to researchers for over 100 years.
- ❖ A new service was introduced to allow users to receive interlibrary loan articles electronically, directly to the desktop.



Masters in Public Administration student Kwasi (Mark) Mantey in the UL Library

LISD Services and Collections 2006/07

SERVICES	
Total loans	232,648
Loans from short loan collection	21,052
Interlibrary loans	3,947
Visits to library building	1,023,311
Visits to library website	122,690
Queries handled by Information Desk	18,883
Person hours of information skills training delivered	4,744
COLLECTIONS	
Catalogued monographs	288,444
Additions to stock in period	13,561
Print and electronic journals	27,551
Bibliographic and full-text databases	144

The book budget was significantly increased, resulting in substantial long-term upgrading of the library’s collections.

Human Resources

UL has over 1,200 members of staff. To support the goal of developing and maintaining the University as an internationally-acclaimed centre for teaching, learning and scholarship, the Human Resources (HR) Division aims to attract, motivate and retain excellent staff and ensure they are supported in achieving their full potential.

The following key developments took place during the year under review:

- » 208 recruitment and selection competitions held.
- » Promotion competitions held: 10 junior lecturers to lecturer, 15 lecturers to senior lecturer, 7 senior lecturers to associate professor.
- » Over 1,200 staff received comprehensive training in UL's Performance and Development Review System.
- » 189 training courses were provided to members of staff, for which the accumulated attendance figure was 1,994.

189 training courses were provided to members of staff, for which the accumulated attendance figure was 1,994.

- » New programmes introduced in dignity and respect, mentoring, coaching, leadership, self-marketing/interview skills, career clinics and interview skills for selection board members, report writing, stress management, employee wellbeing, lunchtime sound byte series, diversity training, customer care and advanced computer training.
- » Financial support given to 51 employees for participation in undergraduate, postgraduate and doctoral studies as part of the continual professional/personal development of employees programme.
- » Support for language studies given to 24 members of staff.
- » 100 new researchers recruited.
- » Successful completion of HR Division quality review in July 2007. The process included the implementation of a customer-focused quality management system, audits, customer focus groups and a customer survey.



Shouting by Jack B. Yeats, 1950, on loan from private collection to the University of Limerick (© Estate of Jack B. Yeats/DACS 2007)



UL received gallery status from the Irish Revenue in 2007. As a result, the University of Limerick Art Collection was significantly enhanced by the donation of 10 works by important Irish artists, including Jack B. Yeats, Louis Le Brocqy and Donald Teskey.

The visual arts website (<http://www.ul.ie/visualarts/>) was launched in January 2007. The site enables the general public and faculty and staff of the University to view details of the extensive number of paintings that make up the 11 campus-based collections.

During the year under review, the University of Limerick Art Collection held nine exhibitions, including *Into Landscape* by Michael Canning, *Groundworks* by Joe Wilson and an *ev+a* exhibition. The Water Colour Society of Ireland increased its UL-based collection by 17 works. Artists included Joe Dunne, Angel Bruton and Jean Bardon.

The annual National Self-Portrait Collection of Ireland exhibition was held in September 2007 and included 11 new additions. There are now 421 works in the collection, representing the work of 394 artists. Volume 2 of the National Self-Portrait Collection of Ireland was published in December 2006 and is currently in circulation.

The University Visual Arts Collection was promoted to national and international audiences through various exhibitions and loans. In particular, substantial loans were made to IMMA; National Gallery of Ireland; Custom House Studio, Westport; and Sligo Art Gallery.

There are now 421 works in the National Self-Portrait Collection of Ireland, which represents the work of 394 artists.

Campus Life Services



Thomond Village residences

The campus attracted over 7,000 visitors for conferences and events during the summer of 2007.

Plassey Campus Centre (PCC) is responsible for managing Campus Life Services (CLS), which provides residential, communal, restaurant and retail services for the campus community.

Phase 2 of Cappavilla Village residence, the second village development on the Clare Campus, neared completion during the year for occupancy in January 2008. The new residence will provide an additional 176 rooms for student accommodation, which will bring the total number of residential rooms to 2,425 across five residential villages.

In partnership with the Students' Union and the University, Campus Life Services developed a new supermarket/deli and a revamped Café

Bar in the Students' Centre, the hub of student social activity on campus.

During the summer of 2007 the campus attracted over 7,000 visitors for conferences and events, including large international charity/educational events, prestigious academic conferences, summer schools and sports championships. This generated approximately €5m for the economy of the region and ensures that many of the restaurants and retail services on campus remain open year-round. This activity also provides summer employment for over 50 students in conference and residence management and facilitates the sustainability of campus residential facilities.





The University's high performance squads had another successful season. In rugby, UL Bohemians Rugby Football Club men's squad made the AIL playoffs (top 4), while the women won the National League and the intervarsity championships. The Gaelic women's squad won the coveted O'Connor Cup. Our American Football squad, 'The Vikings', made history by winning the Shamrock Bowl 2007, Ireland's Super Bowl. Niamh Kitching won a silver medal for golf at the World Student Games in Thailand in August.

The University Arena won a Best Practice in Customer Service O2 Ability Award for supporting people with disabilities.

The ever-growing Healthy Lifestyle programme at the Arena continued to grow. Spanning sports and pursuits such as spinning, aqua jogging, river walks and the Plassey 10K, the usage of the Arena facilities by every level of participant in a wide variety of activities allows UL to address the sporting and recreational needs of the community.

One of the highlights of the year under review came in the form of a Best Practice in Customer Service O2 Ability Award for the Arena for supporting people with disabilities.

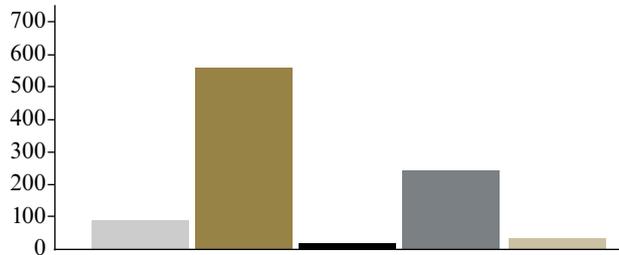
The success of the University Arena has spawned a physical expansion programme to cater for its growing influence. Planning permission has been granted for a second swimming pool, two sports-specific gymnasiums and a dedicated climbing wall.



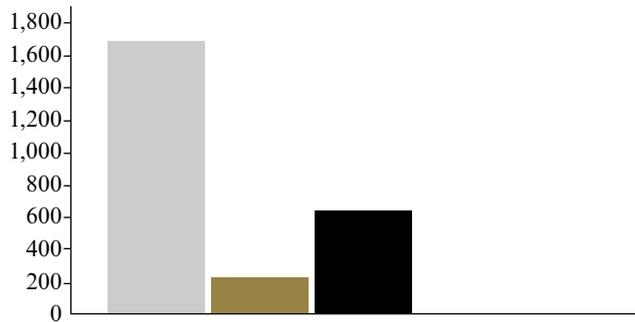
The University Arena

GRADUATE STATISTICS

GRADUATES by Level of Award 2007

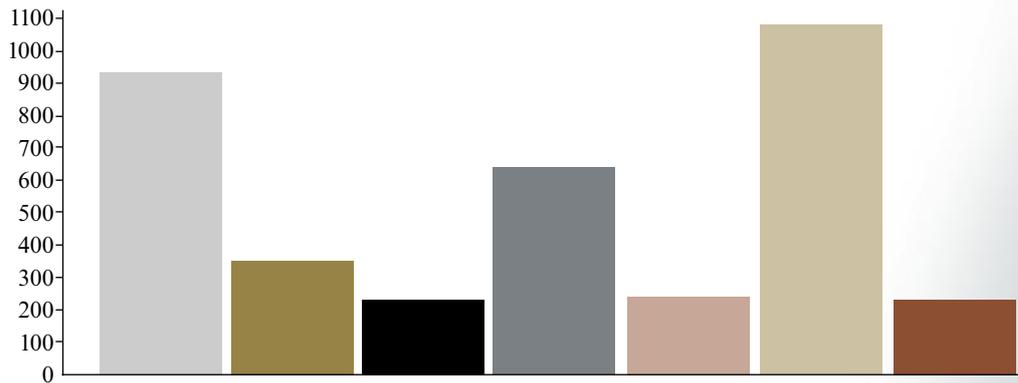


POSTGRADUATE	
Doctorate	90
Masters	571
Higher Diploma	19
Graduate Diploma	252
Graduate Certificate	29
Total	961



UNDERGRADUATE	
Bachelor	1,717
Diploma	308
Certificate	638
Total	2,663

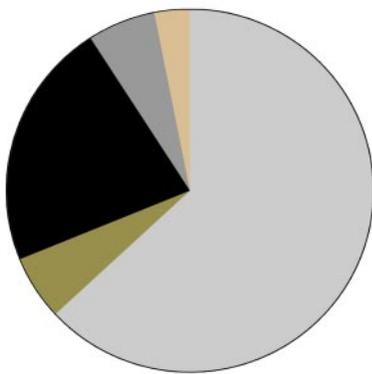
GRADUATES by Discipline 2007



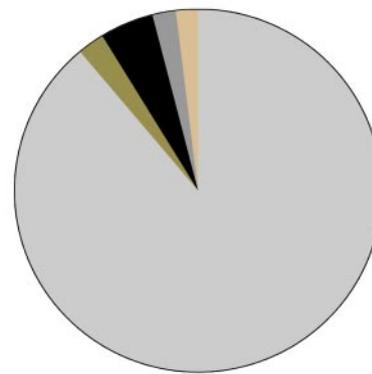
Business	948	26%
Education	340	9%
Engineering	214	6%
Humanities	636	18%
Informatics & Electronics	238	7%
Science	1,089	30%
Interdisciplinary	159	4%
Total	3,624	100%

First Destination of Graduates 2006

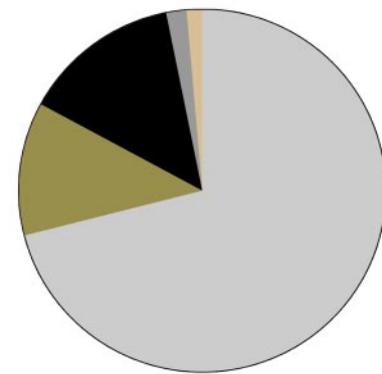
Primary Degrees 2006	
Employed in Ireland	63%
Employed abroad	6%
Further study	22%
Not available for employment	6%
Seeking employment	3%
No. of graduates	1,600
Response rate	95%



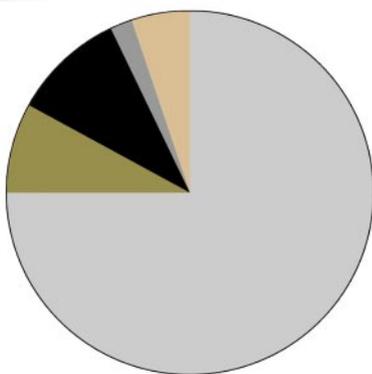
Teacher Education 2006	
Employed in Ireland	90%
Employed abroad	2%
Further study	5%
Not available for employment	2%
Seeking employment	2%
No. of graduates	191
Response rate	85%



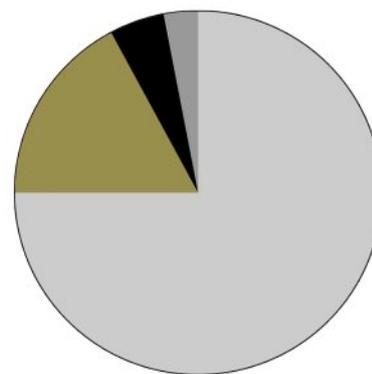
Postgraduate Diplomas 2006	
Employed in Ireland	71%
Employed abroad	12%
Further study	14%
Not available for employment	2%
Seeking employment	1%
No. of graduates	201
Response rate	78%



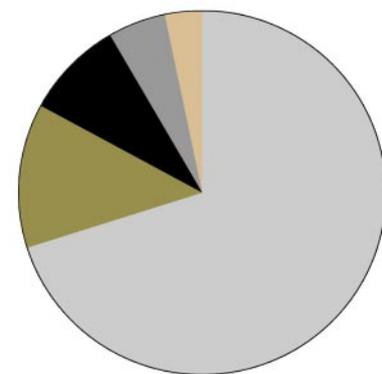
Taught Masters 2006	
Employed in Ireland	75%
Employed abroad	8%
Further study	10%
Not available for employment	2%
Seeking employment	5%
No. of graduates	416
Response rate	71%



Research Masters 2006	
Employed in Ireland	75%
Employed abroad	17%
Further study	5%
Not available for employment	3%
Seeking employment	0%
No. of graduates	46
Response rate	78%



PhDs 2006	
Employed in Ireland	70%
Employed abroad	13%
Further study	9%
Not available for employment	5%
Seeking employment	3%
No. of graduates	103
Response rate	76%



UNIVERSITY OF LIMERICK FOUNDATION

The University of Limerick Foundation (ULF) was established in 1989 to provide international leadership and funding for the advancement of UL. Since its founding, ULF has raised in excess of €130m to assist the development of UL.



The UL President's Gala Dinner was held in Dromoland Castle on Friday 11 May 2007 to raise funds for Access Scholarships and was attended by more than 300 guests. Pictured (left to right) are Founding President Edward M. Walsh, President Emeritus John O'Connor, President Emeritus Roger G.H. Downer and President Don Barry.

ULF is guided by a board of international leaders from business, industry and the arts. Board members in 2006/07 included:

Professor Don Barry

President, University of Limerick

Mr Thomas J.P. Browne

Company Director

Mr Seán Donlon

Chancellor, University of Limerick

Mr Charles F. Feeney

Chairman, General Atlantic Group, Ltd.

Mr Donal Forde

Managing Director, AIB Bank

Mr Declan Ganley

Executive Chairman, The Ganley Group

Mr Kenneth F. Gorman

Principal, Apollo Partners

Mr Dermot G. Hanrahan

Entrepreneur

Mr John Hartnett

Senior VP, Global Markets, Palm Inc.

Dr Gordon A. Holmes

Chairman, Holmes O'Malley Sexton

Mr Michael P. Houlihan

Chairman, Michael Houlihan & Partners

Mr James W. Keyes

Chairman & Chief Executive, Blockbuster Inc.

Mr Paul G. Kimball

President, Sagebrush Capital, LLC

Dr James P. McCarron Jr

Diplomate, American Board of Urology

Dr Frank McCourt

Author and Pulitzer Prize Winner

Mr Harry E. McKillop

President, Alliance International/The Perot Group

Mr Charles Milligan

Financial Consultant, UBS Financial Services

Mr John F. Mitchell

Vice Chairman (retired), Motorola Inc.

Mr Michael O'Keefe

Owner, The Water Club Restaurant

Dr John Ryan

Chairman of the Board, Macrovision Corporation

Mr Michael J. Tiernan

Managing Director, Tiernan Properties (Limerick)

Mr Daniel P.N. Tierney

Chairman & Chief Executive, The Cross Group

Dr Edward M. Walsh

Founding President, University of Limerick

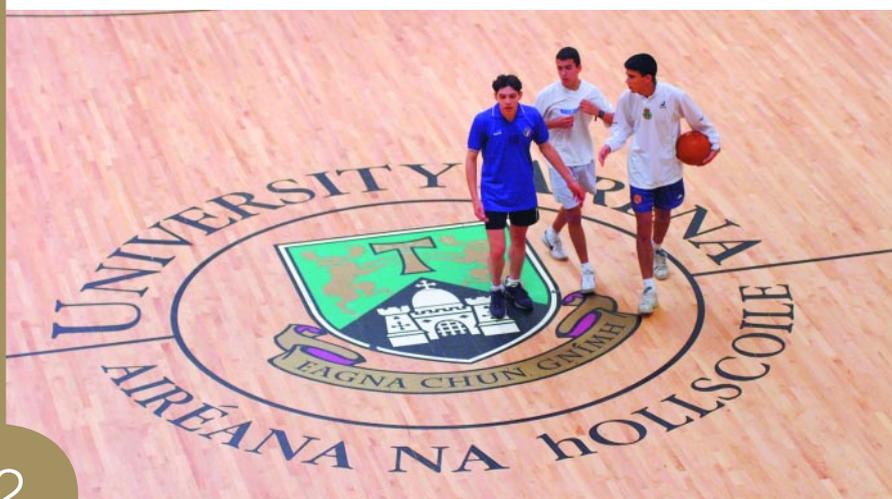
Dr Bill Whelan

Musical Composer

Sir Terry Wogan

Broadcaster

Since its establishment in 1989, the University of Limerick Foundation has raised in excess of €130m to assist the development of UL.





CAMPUS DEVELOPMENT



Capital projects completed during the year included The Living Bridge, the new iconic 350m pedestrian bridge over the Shannon River. The bridge, which links the heart of the campus between the North and South banks, is already making a major architectural and engineering impact at home and abroad.

The new Boathouse on the South Bank of the Shannon was completed in 2007, and houses Ireland's first indoor motorised rowing tank. UL students provided 80% of the required funding for the Boathouse.

Current projects include the completion of Cappavilla Village Phase 2 (due for occupancy in January 2008) and the new Kemmy Business School, as well as alterations to the Robert Schumann Building. Construction commenced in 2007 on the new Languages Building, the ICO Building and the West Campus car park.



THE PEDESTRIAN LIVING BRIDGE



AN DROICHEAD BEO

