



RDI

STRATEGIC PLAN

2020 - 2022



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EXECUTIVE SUMMARY

LIT is committed to applied research, development and innovation, working in partnership with industry and community stakeholders, supporting international and indigenous actors with activities that are focused on existing and emerging areas of expertise within LIT.

This implementation plan is aligned with the key priority within the Institute's strategic plan to:

INCREASE LIT'S RDI CAPACITY IN AREAS THAT HAVE A CLEAR ECONOMIC AND SOCIAL IMPACT FOR THE REGION

In order to achieve this priority, LITs goals are to:

1. Grow the quantity, quality and impact of Research, Development and Innovation (RDI) activities and enable knowledge transfer and entrepreneurship
2. Promote a research culture to increase capacity and identify and support staff to be research active.
3. Advance key research priorities relevant to the region
4. Further develop enterprise activities that foster innovation and entrepreneurship and shape the entrepreneurs of the future.
5. Advance the mission of LIT and Increase impact through Foundation & Alumni initiatives

The ambitious targets outlined in this plan include increasing the number of postgraduate research students to 200 along with a 50% increase in research funding. These are in line with our ambitious plans to meet Technological University criteria in conjunction with our partnership with AIT. All of our targets are also in line with or exceed LIT's compact agreement with the HEA.

This strategic implementation plan will enhance LIT's reputation for agility, responsiveness, creativity, inclusiveness and collaboration. Our track record as a strategic knowledge generator and technology transfer partner of choice for companies and organisations facing the challenges of achieving sustainable competitive advantage in their marketplace is well proven and we will continue to leverage from the existing and emerging areas of expertise across all of our campuses. Realising this plan in partnership with AIT will enable LIT to deliver on its stated aim to become a Technological University.



FOREWORD FROM THE PRESIDENT OF LIT



Research, Development & Innovation (RDI) is a core pillar of LIT and is central to our strategic goal of achieving Technological University status. The importance of working with external stakeholders spans the entire continuum of Research, Development and Innovation. I have spent most of my life as a researcher and in research management. I have a very strong affiliation for research, researchers and how the organisation can support, develop and grow researchers and research output.

From a research and development perspective there is a need for both basic and applied research. New products and services will emerge from potentially very basic research. Of course in LIT, given our engagement with industry and business our research focus is more applied and near to market. The country as a whole needs a balance and in LIT there is greater potential for research to be more applied. While we are not a research led institute, our research must inform our teaching and our teaching must be informed by research.

Research, Development & Innovation is often viewed as a continuum and we are here to help research and researchers along that continuum for the benefit of the researchers, the Institute, the region, the country and society as a whole.

It is very important that RDI is grown and developed in LIT and across the entire third level sector, particularly in conjunction with AIT, our Technological University consortium partner. It is critical that the HEA provide proper funding support to and grow RDI in pursuit of Technological University status. It must be recognised that RDI endeavours are as important as the teaching endeavour and are valid aspects of academic pursuits. In fact all academics should be doing research. Teaching itself is a valid research pursuit – all forms of teaching – delivery and assessment. Our academics are highly skilled in their practice and they should be reflective of that practice and seek to publish that practice in appropriate teaching orientated journals. We are a leading exponent of “Active Learning”. That knowledge and expertise needs to be critically examined, published and disseminated to a wider audience.

Our work with stakeholders is well renowned. The recognition of Innovation and Enterprise – start-up and established and our role as a driver and facilitator is to be commended. Our depth and breadth and co-location with enterprise is one of our greatest strengths.

While RDI income is important, it is really a means to an end. I am specifically interested in the translation of the opportunity into outputs, where we have visible downstream benefits. We can make a huge difference to this region. We are well experienced in regional development and we can take an active part in it in so many different ways. We have a strong engagement with all stakeholders – public and private and our strategic plan places Research, Development and Innovation at the centre of LIT’s activities.

A handwritten signature in black ink, appearing to read 'Vincent Cunnane', written in a cursive style.

Prof. Vincent Cunnane
President, LIT

PREFACE

Limerick Institute of Technology's five year strategic plan 2018-2022, paves the way for the next stage in the college's evolution, as it outlines LIT's transition from an Institute of Technology to becoming a leading Technological University. The strategic plan is an expression of our values as an institution, and its implementation will see us retain our autonomy as we move towards a different designation, effectively it is the bridge between our Institute of Technology status and our declared aim to become a Technological University.

The trajectory this strategy sets us upon is one where we protect and build our ethos of inclusivity, while engaging closely with our partners in industry, business, education, community and government. LIT's partnership with Athlone Institute of Technology provides the ideal platform for a new Technological University in the mid-west and the midlands regions of Ireland and will build critical mass in Research, Development and Innovation. LIT also is committed to continuing its strong collaborative activities with all regional partners including the University of Limerick and Mary Immaculate College. The RDI strategic implementation plan puts us in the vanguard of research-informed Higher Education, renews and extends our central focus on students, while embedding a continuous improvement approach to what we do. The objective is to be the best that we can be in serving the diverse needs of our region.

The strategic plan for growing Research, Development and Innovation for the next period (2020-2022) as part of the overall institutional strategy will build on our past achievements of delivering research excellence with impact on industrial leadership and societal challenges. The strategy responds to the current changing environment for graduate research and scholarship nationally and internationally. Our focus is on innovative applied research, in partnership with indigenous and international organisations and builds on existing and emerging areas of expertise within LIT. It reflects the applied nature of LIT's work in RDI and emphasises its strong role in innovation and enterprise development.

Dr Liam Brown VP of Research, Development and Innovation is leading this strategic process within the RDI team and is supported by Dr Patrick (Paudie) Murray, Head of Research and Technology Transfer; Seamus Hoyne, Manager of Development and Public Engagement; Gillian Barry, Manager of Innovation and Enterprise and John Kennedy, RDI's Commercial Manager. The aim of this strategy is to redefine and refine the strategic vision, mission, aims and objectives of the RDI Function and its individual areas within LIT. This is with a view to ensuring that LIT can respond to the needs of the region and expand the delivery of high quality Research, Development and Innovation projects and services to its stakeholders.



Liam Brown
VP Research,
Development & Innovation



Paudie Murray
Head of Research, Technology Transfer



John Cosgrove
Head of Graduate Studies



Seamus Hoyne
Development & Public
Engagement Manager



Gillian Barry
Innovation & Enterprise Manager



John Kennedy
RDI Finance & Alumni Manager



**VISION
MISSION
VALUES**

INTRODUCTION AND CONTEXT

There are many regional, national and international policies, strategies and initiatives that frame LIT's Research, Development and Innovation (RDI) strategy. The National Strategy for Higher Education to 2030 legislation highlights the critical importance of research, development and innovation activities envisaging teaching and learning that is research informed and activities to support the development of enterprises and the wider community. Innovation 2020 and the Research Priority Areas 2018-2023 outline the national strategy to increase the investment in Research and Innovation, and to focus part of that investment on areas aligned to enterprise development. Project Ireland 2040 'Technology and Innovation Poles also foresees a scaling of the capability of the third level sector to support entrepreneurship and enterprise development and expansion. Similarly, European programmes including Horizon 2020, Horizon Europe, Creative Europe, Erasmus Plus and INTERREG, and the policies that underpin them such as the Europe 2020 Flagship Initiatives policy all highlight the importance of research and innovation in contributing to the achievement of the EU's Sustainable Development Goals.

LIT has responded to these policies and has placed a focus on RDI which has a direct impact on enterprises and communities. The 'knowledge triangle' of research, innovation and education are the three drivers of

knowledge-based research at LIT, delivering impact, value and innovative solutions for our society and economy. At the heart of LIT's RDI strategy is the ambition to be a strategic knowledge generator and technology transfer partner of choice for companies and organisations facing the challenges of achieving sustainable competitive advantage, making meaningful differences to the communities we serve and contributing to national and international sustainability.

Aligned to the Institute's strategic plan to grow the quantity, quality and impact of Research, Development and Innovation activities we aim to grow postgraduate student number by 120% and further promote a research culture to increase capacity and capability to support staff to be research active. LIT's partnership with AIT will deliver on our ambition to meet the criteria for Technological University (TU) Status by 2022.

LIT has also prioritised regional cluster activities through active engagement with the University of Limerick and Mary Immaculate College. The twin track approach ensures that the requirements of regional stakeholders are satisfied while pursuing our desire to become a Technological University.

RDI VISION, MISSION AND VALUES

Within the overall context of the Institute's ambition to 2022 to be a leading provider of higher education that is student centred, research informed, industry relevant and accessible for all the **RDI Vision 'is to inspire and enable transformative research, development and innovation'.**

Limerick Institute of Technology is a regionally focused Higher Education Institute with a national and international outlook. We empower our diverse student body by providing a quality higher education experience enabling economic, social and cultural development.

Our **RDI mission 'is to achieve positive economic, environmental, social and cultural impacts for all stakeholders in our region'.**

The overall Institute plan identifies strategic goals and enablers of equal significance, which will support the Institute in achieving its strategic vision and advancing in line with the criteria set out within the Technological Universities Bill. We will focus our RDI, in strategically orientated, market led, impact focused high-quality R&D projects and enterprise and development services which form the foundation of RDI excellence at LIT. Through innovative partnerships between LIT researchers and industry partners we will create a blueprint to remove traditional obstacles to innovation and revolutionise the way the public and private sector work together to bring research, developments, and innovative advancements to the marketplace for societal benefit.

LIT's educational philosophy is active learning through a fusion of theory and practice. The core values that underpin the RDI Strategic Plan provide an anchor for all our actions and influence how we achieve results. All activities within RDI are informed by LIT's **values** which are:

- **Excellence:** We will embed continuous improvement in all RDI activities to support the achievement of the highest standards in all aspects of research, development and innovation related supports and services.
- **Accessible:** We will enable wider access and participation in RDI activities by embracing diversity and providing flexible offerings based on diversity and individualised attention to our stakeholders.
- **Supportive:** We will provide an RDI environment that nurtures, supports and engages our students, staff and external stakeholders, enabling them to achieve their full potential in their pursuit of learning, scholarship, knowledge transfer and innovation.
- **Innovative:** We will foster creative RDI activities with a spirit of entrepreneurship, in all their forms, in collaboration with our stakeholders to address the changing needs of our region.
- **Equitable:** We will promote fairness, equal opportunity, respect and positive outcomes for all our students and staff.

VALUES



EXCELLENCE

We will embed continuous improvement in all RDI activities to support the achievement of the highest standards in all aspects of research, development and innovation related supports and services.



ACCESSIBLE

We will enable wider access and participation in RDI activities by embracing diversity and providing flexible offerings based on diversity and individualised attention to our stakeholders.



SUPPORTIVE

We will provide an RDI environment that nurtures, supports and engages our students, staff and external stakeholders, enabling them to achieve their full potential in their pursuit of learning, scholarship, knowledge transfer and innovation.



INNOVATIVE

We will foster creative RDI activities with a spirit of entrepreneurship, in all their forms, in collaboration with our stakeholders to address the changing needs of our region.



EQUITABLE

We will promote fairness, equal opportunity, respect and positive outcomes for all our students and staff.

RDI STRENGTHS AND PRIORITIES

LIT's Research, Development and Innovation activities align with relevant Technology Readiness Levels (TRLs) and target key strategic areas which align with the mission of LIT and the capabilities of its staff and stakeholders. Technology Readiness Levels (TRLs) are indicators of the maturity level of particular technologies. This measurement system provides a common understanding of technology status and addresses the entire innovation chain. There are nine technology readiness levels; TRL 1 being the lowest and TRL 9 the highest. Generally, Research activities will focus on TRLs 3-7 while Development Activities will focus on TRLs 6-8 and Innovation Activities at Levels 8-9.

LIT's key strategic areas of focus and growth for the future aims to connect relevant faculties, departments and academic staff with research centres and groups within the Institute. This will help to ensure that RDI activity is transferred to taught programmes given our Institutional ethos of research informed teaching. Each faculty has a dedicated knowledge hub that is supported both centrally through the Graduate Studies and Research Office (GRO), the Development Unit and the Innovation team and at faculty level through the faculty research leads supported by Faculty Deans.

The areas of **Biotechnology and Food, Energy/Sustainability and Climate Action, Manufacturing and Materials Engineering, ICT, Data and Industry 4.0** are the key themes within the Faculty of Applied Science, Engineering and Technology (ASET).

The Faculty of Business and Humanities has a clear focus on **Social Sciences, Health, Wellness and Sport, Enterprise and Innovation**. For example, the purpose of Social Sciences ConneXions, an umbrella research centre of five distinct research groups within the department of Applied Social Sciences, is to promote social inclusion, provide a voice for those who are not heard, and enrich the body of academic knowledge informing social and community practitioners from a variety of disciplines.

Limerick School of Art and Design (LSAD) is focused on **Art, Design, Creative Technologies and Interactive Systems**.

Each of these themes have particular priority areas as outlined in the following table. These priority areas will be the focus in the short to medium term and are anticipated to evolve and change over time. LIT's Research Centres and Groups are and will continue to be aligned with the themes and priority areas. Continuous horizon scanning and engagement with stakeholders has the potential to identify other areas and themes, which can be incorporated into the RDI portfolio. A number of the themes and areas are interdisciplinary in nature and this approach is supported by many of LIT's research centres and groups. Where opportunities emerge for collaboration across thematic areas these will be exploited e.g. Social Sciences and Climate Action; Technology and Arts as interdisciplinary RDI is a key focus and strength of LIT.



FACUTLY	THEME	RESEARCH CENTRES & GROUPS	PRIORITY AREA: 2020-2022
ASET (Applied Science, Engineering & Technology) KNOWLEDGE HUB	BIOTECHNOLOGY FOOD AND ENVIRONMENT	ShannonApplied Biotechnology Centre (BIO-GATE) Food@LIT CELLS Controlled Environment Laboratory for Life Sciences	Biotechnology, Bioprocessing and Analytical Science, Smart and Sustainable Food Development, Production and Processing, Life Sciences and Environmental Sustainability, Analytical research methods
	ENERGY, SUSTAINABILITY, CLIMATE ACTION	CEED Centre for Energy Efficiency and Deep Decarbonisation	Energy Transition: Built Environment, SMEs, Industry and Renewables, Sustainable and Rural Development, Environmental Impact and Climate Change.
	CONVERGENCE -MANUFACTURING, MATERIALS ENGI- NEERING AND ICT	ACORN - IDEAM Institute for Digital Engineering and Advanced Manufacturing CAIR – Computing and Informatics Research	Manufacturing Digitalisation, Advanced Smart Manufacturing, Robotics & Automation, Manufacturing and Novel Materials Precision Engineering, Future Networks, Communications, AR, VR Internet of Things, AI, Machine Learning Data Analytics, Digital Platforms, Content and Applications.
BUSINESS & HUMANITIES KNOWLEDGE HUB	SOCIAL SCIENCES	Social Sciences Connexions Research Institute	Social and Community Practice, Equality and Diversity, Inclusion, Support, Empowerment, Lifespace Research.
	HEALTH, WELLNESS AND SPORT	IHCoP Interdisciplinary Health Community of Practice	Connected Health, Health Promotion and Independent Living , Strength and Conditioning, Sports Management.
	ENTERPRISE AND INNOVATION	CEIDE - FORGE Interdisciplinary Research Centre for Creativity, Enterprise, Innovation, Design and Engagement	Tourism, Hospitality and Heritage, Entrepreneurship and Social Enterprise, Digital Marketing.
ART & DESIGN KNOWLEDGE HUB	ART, DESIGN AND CREATIVE TECHNOL- OGIES	ACADEmy Research Centre Art, Curatorial Studies, Applied Design and Art and Design Education ISRG - Interactive Systems Research Group	Applied Design, Fine Art, Fashion and Curatorial Studies Animation, Creative Broadcast & Film and Music Production, Interactive Systems, Gaming, Audio and Gesture



GOALS

GOAL 1: GROW THE QUANTITY, QUALITY AND IMPACT OF RESEARCH DEVELOPMENT AND INNOVATION (RDI) ACTIVITIES AND ENABLE KNOWLEDGE TRANSFER AND ENTREPRENEURSHIP

OBJECTIVE 1.1:

INCREASE ANNUAL R&D PROJECT FUNDING TO €5M ANNUALLY BY 2022

We will build on our current successes in securing international funding through the range of EU funding programmes available across the various disciplines. Relevant programmes which will be targeted include Horizon 2020, Horizon Europe, Creative Europe, Erasmus+ and Interreg programmes. LIT will also continue to target relevant national funding bodies including Enterprise Ireland, Irish Energy Research Council, Irish Research Council, Science Foundation Ireland, the Department of Agriculture Food and Marine, Health Research Board and Project Ireland 2040 National Planning Framework and any future Government led strategic initiatives. We will continue to respond to company requests in an agile manner and Individual companies that have applied research needs will also be targeted proactively, both geographically and sectorally.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Strategic review of specific funding opportunities in agreed R&D priority areas and definition of targets	Bi-annually: January and June	LIT RDI Management Team
Disseminate relevant funding opportunities to LIT academic community	Ongoing	Head of Research & Technology Transfer, Head of Graduate Studies, Development & Public Engagement Manager
Deepen and widen engagement with relevant National and EU networks and centres aligned to LIT's priorities and competencies	Ongoing	LIT RDI Management Team LIT Executive and Heads of Department (HoDs)
Develop support structures (training, incentives etc.) to enable staff to lead and engage in funded R&D Projects	Q4 2020	LIT RDI Management Team LIT Executive
Proactively target regional and national companies to establish and deepen R&D engagements e.g. EI Innovation Partnerships; Partners in EU Bids	Ongoing	LIT RDI Management Team LIT Executive



OBJECTIVE 1.2:**GROW POST GRADUATE STUDENT NUMBERS TO 200 ACROSS THE LIT FACULTIES BY 2022**

We will aim to be to be increasingly recognised as a leader for educating high-achieving, motivated postgraduate research students who seek an individualised and transformative experience at an institution that generates and transfers knowledge through high-quality research partnerships, scholarships, business engagement and creative activities. The hallmark of our educational philosophy is active learning through a fusion of theory and practice. We promote the highest academic standards in our research scholarship. Our Students are central to everything we do and our core function is to provide them with an excellent supportive learning environment and holistic personal development. We will continue to link our research activities to our teaching practices demonstrating method driven approaches to the development of Level 9 and 10 knowledge skills and competence in our areas of research strengths.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Reintroduce dedicated Head of Graduate Studies position to lead the Graduate School	Q1 2020	LIT Executive
Enhance and grow the engagement programme for students, staff and other stakeholders	Ongoing	LIT RDI Management team Faculty Deans, HoDs and VPs
Review the current funding models for Post Graduate Students to maximise impact and value for money	Q2 2020	LIT RDI Management team LIT Finance Department
Targeted integration of PG students within funded R&D projects through National, European and International funding programmes	6 - 2020 10 - 2021 15 - 2022	LIT RDI Management team, HoDs and PG Supervisory staff
Implement structural changes to selected Taught Masters Programmes to ensure Students "qualify" as Research Students & Develop new programmes	2020 – 1 programme 2021 – 3 programmes 2022 – 5 programmes	Head of Graduate Studies and HoDs
Complete annual review of GRO operations, structures and metrics	Annually	VP RDI, Faculty Deans, Head of Graduate Studies and HoDs
Increase number of Industry Sponsored Postgraduate students by 20% Year on Year	Ongoing	VP RDI, Faculty Deans, Head of Graduate Studies and HoDs
Develop an infrastructure plan to meet space requirements to cater for increased PG Numbers	Q2 2021	VP RDI, Head of Graduate Studies, Head of Estates

OBJECTIVE 1.3:**EXPAND OPPORTUNITIES FOR STAKEHOLDER ENGAGEMENT IN RDI ACTIVITIES**

LIT's extensive networks, locally, regionally, nationally and internationally, present significant opportunities for growth in relation to RDI. These networks currently engage with LIT through numerous channels ranging from review of academic programmes, specific events, student placements, scholarships etc. By improved profiling of the range of RDI opportunities through which these organisations can engage with LIT, and supporting staff to complete such work, LIT can deepen its relationship with all stakeholders. These include internal stakeholders – staff and students and external stakeholders – both private and public: Industry, SMEs, Professional Services, community bodies and public organisations.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Streamline processes for staff to support engagement in Innovation Vouchers/ Innovation Partnership activities	Q3 2020	Development & Public Engagement Manager
Increase number of Innovation Vouchers (IVs) by 12% annually	28 – 2019 32 – 2020 36 – 2021 40 – 2022	Development & Public Engagement Manager, HoDs
Improve promotional activities on IVs through production of Case Studies, Promotional materials and Resources	Q2 2021	Development & Public Engagement Manager
Identify and target strategic stakeholders to promote RDI opportunities	Q2 2021 Ongoing	VP RDI, LIT Executive, Head of Research, Development & Public Engagement Manager
Support Academic Faculties and Departments in their networking activities		Head of Research, Development & Public Engagement Manager, HoDs

OBJECTIVE 1.4:**INCREASE THE NUMBER OF KNOWLEDGE-BASED START-UPS IN THE REGION BY DIRECTLY SUPPORTING SPIN OUT COMPANIES, STUDENT START-UPS AND SPIN IN ENTREPRENEURS**

LIT works with key stakeholders, Enterprise Ireland and the Local Enterprise Offices across its regions to support the development of new ventures and aspiring entrepreneurs through programmes such as New Frontiers, LEAP and Stress Test the Idea and in our incubation, enterprise & innovation centres. Through coaching and mentoring, one to one clinics and engagement with our entrepreneurs in residence we aim to increase engagement and support across our centres for early startups. A new campus engagement plan will see us work across our campuses to support students, graduates and staff to support the development of a stronger entrepreneurial culture and increase the number of spin-outs from LIT both for students and staff.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Implement the Enterprise & Innovation Campus Engagement plan to help increase spin-outs from LIT	Q1 2021	RDI Enterprise and Innovation Team
Increase leadership development support with events/programmes/initiatives such as Lunch & Learn series across centres	Q1 2020	RDI Enterprise and Innovation Team
Develop and utilise our global network to support venture success	Ongoing	RDI Enterprise and Innovation Team
Focus LITs enterprise programmes and supports on Growth Companies & High Potential Start-ups	Ongoing	RDI Enterprise and Innovation Team

OBJECTIVE 1.5:**PROFILE SOCIETAL, ECONOMIC AND ENVIRONMENTAL IMPACT OF RDI ACTIVITIES**

RDI activities within LIT are driven by the wish to make a positive impact on the stakeholders and organisations which LIT serves. By addressing critical issues which align with National and International priority areas LIT can have a profound effect on the quality of life within the region and contribute to the economy and society. The impact of LITs RDI activities needs to be measured against relevant indices and metrics. Such assessment will further enhance the profile of LITs RDI within the regions and internationally, while also supporting future R&D bids.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Collate critical Impact Metrics to ensure alignment with Institute, HEA Compact and project requirements	Q2 2021	RDI Management Team
Complete and publish annual RDI Impact Review	March, Annually	RDI Management Team
Contribute to relevant networks and fora, e.g. Regional Chambers, to ensure impacts are recorded and acknowledged	Ongoing	RDI Management Team, LIT Executive



GOAL 2: PROMOTE A RESEARCH CULTURE TO INCREASE CAPACITY AND IDENTIFY AND SUPPORT STAFF TO BE RESEARCH ACTIVE.

OBJECTIVE 2.1:

INCREASE PROFILE OF RDI ACTIVITIES

There is an increasing number of staff who are engaging with RDI activities across the Institute. Many of these have developed high level profiles within their own fields of expertise and are recognised regionally, nationally and internationally for their work. There is an opportunity for the achievements of these staff to be utilised to encourage further engagement with RDI within their respective Departments and Faculties, while also contributing to the overall profile of RDI within LIT.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Highlight the priority areas, themes and staff via LIT Communication Channels (web, social media, publications etc.)	Ongoing	RDI Management Team, Faculty Deans, HoDs
Enhance the profile of all RDI Projects and activities by disseminating internally and externally – Minimum of 6 RDI e-newsletters and 2 printed per annum	Ongoing	RDI Management Team, Faculty Deans, HoDs
Develop and resource RDI Communication campaign using appropriate platforms, tools and personnel	Q1 2020	RDI Management Team
Institutional repository of published research that is easily accessible from outside searches.	Q3 2021	RDI Management Team

OBJECTIVE 2.2:

INCREASE CAPACITY OF STAFF TO ENGAGE IN R&D

Achieving LITs ambitious targets in relation to RDI will require engagement from staff and the provision of relevant supports and enablers to ensure that they are in a position to contribute actively and efficiently. Staff capacity to engage in R&D activities will require provision of training, capacity building and relevant facilities and resources to positively contribute. The existing resources and activities which are provided can be expanded while new methods and solutions for enabling staff to expand their RDI activities are also needed.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Continued and enhanced delivery of GRO Supervision Training	Annually	Head of Graduate Studies
Continued and enhanced delivery of GRO PhD Training	Annually	Head of Graduate Studies, Head of Research
Career enhancement support for research active staff including departmental/faculty research leads and the introduction of designated Professor status in recognition of exemplary research activity	Q4 2021	LIT Executive
Proposal writing/development training to enable staff to successfully participate in funding bids	Q3 2020	Head of Research, Development & Public Engagement Manager

Develop incentive programmes to support staff to engage in leading proposal development e.g. seed funding streams reduced teaching/ to support all research activity research student supervision/ preparation of funding applications/ peer reviewed research publications and support for open access publications / research project management	Ongoing	VP RDI, Head of Research
Incentivise staff to undertake Masters and PhDs	Annually	LIT Executive RDI Management Team
Further develop support structures and systems to increase efficiencies of proposal development process (standard documents, internal processes, etc.)	Ongoing	RDI Management Team
Engage with relevant EU Networks to maximise involvement in successful consortia	Ongoing	RDI Management Team
Implement a IV Annual Review to identify R&D progression opportunities	Q2 2021	Development & Public Engagement Manager

OBJECTIVE 2.3:

ENHANCE THE RDI CULTURE ACROSS THE INSTITUTE

Enhancing the RDI Culture within LIT will be a transformative process which will require a range of supports and structures to be put in place. Increasing the range of opportunities for staff to engage in RDI through their Departments, Faculties and relevant research centres and groups will be key as well as ensuring that information is transferred through the Departments in a clear manner will be key to achieving this.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Establish RDI Leads within Faculty/ Departments	Q2 2021	RDI Management Team Faculty Deans HoDs
Improve communication of RDI Supports/ Services/ Opportunities to Departments/ Faculty/ Support Services	Ongoing	RDI Management Team
Engage with National bodies (THEA) to develop implementation plans for a researcher career path framework	Ongoing	RDI Management Team
Deliver dedicated education and training programmes on R&D (Special Purpose Awards, Epigeum programme)	Q2 2020	RDI Management Team and Research champions
Increase number of international researchers	International Office Targets	RDI Management Team and International office and Research champions
Further develop institutional policies & procedures to assist staff to engage in RDI	Ongoing	RDI Management Team, LIT Executive
Target appropriate funding sources to enhance RDI Infrastructure and Research Facilities	Ongoing	RDI Management Team, LIT Executive, Estates, CSD

GOAL 3: ADVANCE KEY RESEARCH PRIORITIES RELEVANT TO THE REGION.

LIT's research output has a strong focus on problem-solving, as well as social and technological innovation and our research is intended to directly address societal challenges and make a measurable impact on our societal experience. Our research and innovation is supported by a strong foundation of research capability that spans the range from basic to applied to pre-commercial research. Our strategy aims to address future skills needs, and to provide a pipeline of research-led postgraduates who can bring their knowledge and expertise of research, innovation and creativity supporting Ireland's social, cultural and economic development.

A primary strength of the research and innovation in the sector is collaboration, encompassing three key areas: intersectoral, international, and interdisciplinary collaboration. This is enabled through LITs strong stakeholder networks, its extensive international links and the ability of teams within LIT to work across sectors and disciplines. This approach has potential to be developed and enhanced further and such collaboration is critical if LITs R&D activities are to meet the needs of the region. As outlined in the case studies below, partnerships with IT Tralee on Shannon ABC, Tipperary Energy Agency on Superhomes, Irish Bioeconomy Foundation at the former Lisheen site are just some examples where LIT is partnering with local and regional partners to deliver high quality R&D .

OBJECTIVE 3.1:

ENSURE LITs R&D ACTIVITIES ARE ALIGNED TO REGIONAL NEEDS

The regional R&D needs will be informed by local, regional, national and EU policy as well as economic, social and cultural developments. There is a need to reflect on current and emerging policies which affect R&D spending and priorities and LIT will reflect on and be cognisant of policies and strategies from the stakeholders listed in Appendix 1.

LIT has identified the following key focus areas, with sub-themes described in the introduction. These areas can also be aligned to the relevant R&D Centres and Academic Faculties within the Institute, thus ensuring that R&D activity is directly embedded within LITs wide remit.

1. **Biotechnology and Food**
2. **Energy, Sustainability, Climate Action**
3. **Manufacturing and Materials Engineering**
4. **Information, Communication Technologies and Data**
5. **Social Sciences**
6. **Health, Wellness and Sport**
7. **Enterprise and Innovation**
8. **Art, Design and Creative Technologies**

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Continued engagement with AIT, UL, MIC and other HEIs to maximise RDI opportunities	Ongoing	RDI Management Team, LIT Executive
Annual mapping of LIT R&D Activities to key National and Regional Priority areas	Q2 2021, March Annually	RDI Management Team, Faculty Deans, HoDs, Research Champions
Measure and evaluate impact of RDI outcomes and use this process to inform the ongoing development of RDI priorities	Annually	RDI Management Team
Utilise expertise of RDI Advisory Board to inform LIT RDI Development	Biannually	RDI Management Team
Align current and future RDI activity to key themes and priority areas	Q3 2021	RDI Management Team, Faculty Deans, HoDs, Faculty Research Leads



CASE STUDIES



CASE STUDY: SHANNON APPLIED BIOTECHNOLOGY CENTRE - ENTERPRISE IRELAND TECHNOLOGY GATEWAY

As part of the ten year anniversary of the Hartnett Enterprise Acceleration centre Shannon ABC has signed contracts with Enterprise Ireland for €1.35 Million in funding for a further 5 years of research and development business development in the biotechnology sector to 2022. The Centre has a strong history of collaboration with industry in the area of bioactive compounds, as well as the broader Irish biotechnology sector, and was established through funding co-financed by the European Regional Development Fund and Enterprise Ireland under the Applied Research Enhancement (ARE) Program. Initially established as an Applied Research Enhancement Centre in 2007, Shannon ABC has grown from strength to strength and has completed large industry collaborative Innovation Partnerships, Innovation Vouchers, whole industry funded contract research projects and a number of feasibility studies. The Centre has Co-ordinated four European Framework Programme 7 projects and partnered in three Horizon 2020 projects, creating 45 FTE positions for highly skilled research scientists. In addition, Shannon ABC has also hosted a Marie Curie Fellow and has been in receipt of funding from the Irish Research Council, Department of Agriculture, Food and Marine (DAFM), Enterprise Ireland (EI) and Science Foundation Ireland (SFI). As part of the new contract Shannon ABC will deliver over 300 Industry collaborative research projects with an estimated value in excess of €3.5 Million. This represents a significant increase on the previous research program targets for the centre and represents the ambitious plans with RDI at LIT for increasing significantly the research program within the institute over the coming years. Shannon Applied Biotechnology Centre's mission is to contribute to and improve the competitiveness, job creation and turnover of Irish companies in the Biotechnology, Food and Life Science Industries. This engagement is driven through collaborative research and development, whilst providing risk management and opportunity identification for our clients and researchers. Our open access approach improves our client's competitiveness and competencies and facilitates the transfer of our innovative scientific solutions, thereby delivering to industry needs.

CASE STUDY: LIT AND IRISH BIOECONOMY FOUNDATION AWARDED €4.6 MILLION BY ENTERPRISE IRELAND THROUGH THE REGIONAL ENTERPRISE DEVELOPMENT FUND.



LIT is part of a multidisciplinary consortium the Irish Bioeconomy Foundation (IBF) including TCD, UCD, Commercial Mushroom Producers (CMP) GlanBia and Tipperary Co. Co. The purpose of the IBF is to promote the conversion of Ireland's natural resources on land and in the sea to high value products for the development of a sustainable Irish bio-economy that is globally competitive. The IBF proposes to develop a National Bioeconomy Innovation & Piloting Facility for scale-up of processes to convert biobased resources to high value products at the former Lisheen Mine site just outside Thurles. The proposed national facility will encompass a flexible, modular, pilot-scale multi-purpose chemical & biological infrastructure that will act as a test bed and be a driver for the scale-up of technologies from industry, universities and other research performing organisations enabling agri, food and marine companies to valorise their side-streams and residues to high value products. These value-added products will ultimately be consumed in a variety of industries including Nutraceuticals, biobased Chemicals, Pharmaceuticals, polymers etc. The facility will be a lynchpin which connects vitally important, but currently disparate elements in a burgeoning Bioeconomy ecosystem across Ireland. In doing so, it will act as a catalyst for the regeneration and re-industrialisation of Lisheen and the surrounding rural region by facilitating the efficient and cost-effective scale up and valorisation of new processes and technologies relevant to the bioeconomy in Ireland. It will enable diversification of business activities in Agri-food and marine sectors in the rural economy, which will attract and retain workers and businesses in the region, which in turn will drive innovation and investment. It will do so by acting as a "centre of gravity" for industry, entrepreneurs, academics, and ancillary service providers to interact, innovate and create new technologies, processes, products, companies and jobs.

CASE STUDY: CLIMATE ACTION AND SUSTAINABLE ENERGY – PARTNERSHIP WITH TIPPERARY ENERGY AGENCY



LIT and the Tipperary Energy Agency (TEA) have a strong strategic relationship. This relationship is driven by a commitment to the field of sustainable energy and climate action and involves partnership at various levels. The current chair of the Board of Directors of the TEA is Mr Seamus Hoyne, Development and Public Engagement Manager and LIT is a member of the Tipperary Sustainable Energy Action Plan (SEAP) Committee. Dedicated R&D Activities have been implemented including the IERC Funded Superhomes 2.0 project which focused on the optimisation of Air Source Heat Pumps (ASHP) within residential dwellings which had undergone deep retrofit. The Superhomes approach, is a concept developed by the Tipperary Energy Agency (TEA) which combines a range of deep retrofit measures with Air Source Heat Pump (ASHP), Wood Stoves and Photovoltaic (PV) technologies. As this innovative energy retrofitting approach is rolled out by the TEA, opportunities for further optimisation have been identified. The LIT Superhomes 2.0 team completed data analysis of the operation of ASHP in 20 dwellings and arising from this research identified optimisation measures which were implemented. The results of the research show an increase in performance of 5-10% on top of already highly performing systems. LIT and the TEA collaborated with ESB, ESB Networks and Electric Ireland on this research project also. Future collaboration with the TEA aims to continue research into the performance of ASHP, the development and integration of BIM tools into the sustainable energy industry and financing of sustainable energy investment.

CASE STUDY: LIT PARTNERS IN €3M CREATIVE EUROPE PROJECT, WOM@RTS, A PROJECT THAT AIMS TO ACHIEVE PARITY OF REPRESENTATION AND OPPORTUNITY FOR FEMALE ARTISTS.

Limerick School of Art and Design, at LIT is a partner in an exciting €3 million Creative Europe project that aims to restore parity of representation to women working in the visual arts, performance arts and literature. Women Equal Share Presence in the Arts and Creative Industries, or Wom@rts for short, is operating from 2018-2020 across Ireland, the UK, France, Spain, Slovenia, Croatia, Finland and Lithuania. Wom@rts was one of only fifteen large-scale projects to be funded in 2017 by the Education Audiovisual and Culture Executive Agency of Creative Europe. Wom@rts is an ambitious project that will involve the creation of sixteen ambassadors, all recognised European artists in the visual, performing and literary arts, the provision of masterclasses by women artists and managers, and the creation of an online platform for female artists to show work. The final part of this project involves forty residencies for female artists that will result in a travelling transmedia exhibition

inspired by Simone de Beauvoir's feminist classic, *The Second Sex*. Limerick School of Art and Design plays an integral part in this project. In 2018 LIT in conjunction with Limerick Printmakers hosted the printmaking residency for this project with 10 artists from all over Europe producing work that will appear in the final project exhibition. In the same month it also hosted the steering committee for Wom@rts. In 2019-2020 LIT will also create a series of upskilling programmes for female artists aiming at educating creative practitioners in becoming entrepreneurs which will then become a template for European training.

This Creative Europe project builds upon a previous partnership with Aviles, Spain and Maribor, Slovenia, forged through the SYMBOLS Creative Europe project (2014-2016) which used printmaking and dance as ways to reinterpret cemeteries as contemporary cultural sites.



CASE STUDY: GENDERS AND SEXUALITIES RESEARCH GROUP (GSRG) AND HAVEN HORIZONS MEMORANDUM OF UNDERSTANDING TO DEVELOP LIT HAVEN HORIZONS RESEARCH AND KNOWLEDGE HUB: GENDER-BASED ABUSE



The Genders and Sexualities Research Group (GASG) investigates a broad range of topics related to the ways in which genders and sexualities impact on people in contemporary society. As part of the group's objective to work closely with partners promoting social inclusion and equality within the community GSRG has developed a memorandum of understanding with Haven Horizons. Haven Horizons is a community organisation whose mission is the transformation of the attitudes, behaviours and norms that underpin gender-based abuse and gender inequality at individual, agency and policy levels.



The LIT Haven Horizons Research and Knowledge Hub: Gender-Based Abuse will be an essential resource for researchers, academics; educators; students; frontline professionals working with those who experience gender-based violence and interested individuals and agencies. It will act as a catalyst for community, social and policy change in the area of gender-based abuse.

To date as part of this MOU Haven Horizons have collaborated on an application for grant aided funding to support the education of frontline practitioners about gender-based abuse and are actively working on a future funding application. We are also supporting a GRO bursary for an MA which evaluates training for the elimination of gender-based violence. Haven Horizons was also actively involved in the GSRG Spring Series event organised for International Women's Day and brought along services users and staff from the organisation to participate. Haven Horizons also made a donation of books about gender-based abuse to the LIT library to mark the occasion.



GOAL 4: FURTHER DEVELOP ENTERPRISE ACTIVITIES THAT FOSTER INNOVATION AND ENTREPRENEURSHIP AND SHAPE THE ENTREPRENEURS OF THE FUTURE.

Supporting a vibrant enterprise sector is a central element of Ireland's Innovation 2020 plan and RDI are critical to maintaining continued social and economic progress. Our strategy aims to build stronger links between enterprise and higher education institutions, focusing Institute RDI investment in prioritised areas, and encouraging the commercialisation of publicly-funded research. Generating new enterprises and working with and on behalf of enterprise partners is a central area of activity.

Supporting Entrepreneurs - see also *Goal 1: Objective 4* Increase the number of knowledge-based start-ups in the region by directly supporting regional spin in entrepreneurs, student start-ups and spin out companies

OBJECTIVE 4.1:

DEVELOP AND GROW ENTERPRISE/INNOVATION ACTIVITIES, EVENTS & PROGRAMMES

New business creation and innovation are key drivers of economic growth. LIT run and facilitate a number of programmes and events each year. It is our aim to increase the level of activities and programmes across our campus incubation, enterprise and innovation centres to help increase the number of knowledge based startups, both spin-ins and spin-outs from LIT.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Engage with key stakeholders to develop partnerships and collaborative opportunities to jointly host activities, events & programmes in the centres	Ongoing	RDI Management Team
Further develop public events/ initiatives / programmes that promote innovation & entrepreneurship	Ongoing	Innovation & Enterprise Team
Enhance supports for Start-up Stages: Idea Stage & Launch Stage / Enhance the portfolio of programmes in each centre (mentoring, coaching & training)	Ongoing	Innovation & Enterprise Team
Secure at least one EU Funded project within the enterprise/innovation space	Q1 2022	Innovation & Enterprise Team
Support the continued development of the core team to enable in-house support from the core team	Ongoing	RDI Management Team



OBJECTIVE 4.2:**DEEPEN OUR ENGAGEMENT WITH STAKEHOLDERS/GROUPS WITHIN OUR SPHERES OF INFLUENCE TO BECOME AN ENGINE FOR GROWTH & INNOVATION**

In order to build a thriving entrepreneurial ecosystem LIT maintains a holistic view and supports projects and organisations across the community. It is our aim to develop our capability to outreach and support key stakeholder organisations and initiatives both local and national to support the continued development of our region as a great place in which to live and work. LIT aims to be a visibly leading partner in the region and Ireland in terms of Innovation and Enterprise.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Review and enhance strategic partnerships with youth organisations such as Coder Dojo, Foroige and Junior Achievement who support a growing enterprise and innovation ecosystem as well as The Learning Hub with regional stakeholders and partners	Q2 2020	Innovation & Enterprise Team
Evaluate opportunities for increased supports for social entrepreneurs	Q3 2020	RDI Management Team
Continued engagement with networks and organisations that support the socio-economic development of our regions (such as Regional Local Authorities, Chambers of Commerce, AEC Enterprise Action Plans)	Ongoing	RDI Management Team
Continued engagement with national and international bodies and contribute to policy development e.g. OECD, DBEI	Ongoing	RDI Management Team

OBJECTIVE 4.3:**ENSURE THE LIT ENTERPRISE CENTRES CONTRIBUTE TO ECONOMIC GROWTH.**

Each of the enterprise centres which LIT is involved in has its own strategic intent in line with LIT's mission and connected with our key stakeholders such as Enterprise Ireland, IDA, Local Enterprise Offices and local authorities. The development and sustainability of these centres is informed by their core activities, the needs of stakeholders and the regions which they serve. For some of the centres, while represented on the board, LIT does not directly operationally manage all centres.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Create / develop an advisory board for each centre	Q1 2020	Innovation & Enterprise Team
Develop and implement a business plan and strategy for each centre	Q1 2021	Innovation & Enterprise Team
Engage with LIT central services to ensure the smooth operational running of each centre	Ongoing	Innovation & Enterprise Team

GOAL 5: ADVANCE THE MISSION OF LIT THROUGH FOUNDATION & ALUMNI INITIATIVES

In partnership with the LIT wider community and stakeholders, we embrace LIT’s values and further define our philanthropic purpose with these action-oriented values: Visionary, Inspirational, Partnerships, Inclusive, Impactful, Trustworthy and Relational. Our vision is to inspire philanthropy to change lives at LIT and the stakeholders/region we support and to raise and manage philanthropic resources to advance the mission of LIT and its stakeholders. We will develop and engage alumni and friends to add value to establish LIT as the foremost provider of “Access” student scholarships in Ireland.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Grow undergraduate scholarship programme - for students who face financial hardship, who are overcoming challenges and who otherwise would not be able to complete 3rd level education by 10% Year on Year	Ongoing	RDI Management Team, Access Office, Faculty Deans, HoDs.
Grow Postgraduate fellowship programme - for research students who seek an individualised and transformative experience through high-quality research partnerships, business engagement and creative activities by 20% Year on Year	Ongoing	RDI Management Team, Access Office, Faculty Deans, HoDs, Research Champions.
Enabling enterprise creation - Inspire and cultivate start-up companies and entrepreneurs in LIT’s enterprise centres through growing Programme support by 10% Year on Year	Ongoing	RDI Management Team. Innovation & Enterprise Team.
Support LIT’s Campus Master Plan. This plan sets a framework for the development of all LIT’s campuses up to 2030 and underpins LIT’s development and growth facilitating a growth of over 40% in student numbers.	Ongoing	LIT Executive, RDI Management Team, Capital Development Team
Grow registered Alumni members by 20% Year on Year and run at least one Alumni event of scale on an annual basis	Ongoing	LIT Executive, RDI Management Team, Community Engagement Team



ENABLERS

ENABLERS: IN ADDITION TO THE ABOVE OUTLINED GOALS, RDI WILL FOCUS ON THE KEY ENABLERS THAT WILL SUPPORT THE DELIVERY OF THE INSTITUTE’S VISION TO 2022 AND RDI GOALS OUTLINED HERE. THESE INCLUDE:

STAFF ENGAGEMENT & DEVELOPMENT

RDI will work with our colleagues across LIT to attract, develop and retain a high performing, talented, diverse and flexible workforce to deliver quality RDI services and support

CULTURE & COMMUNICATION

RDI is committed to supporting the development of a strong culture of cross-disciplinary working, compliance, quality assurance and continuous improvement.

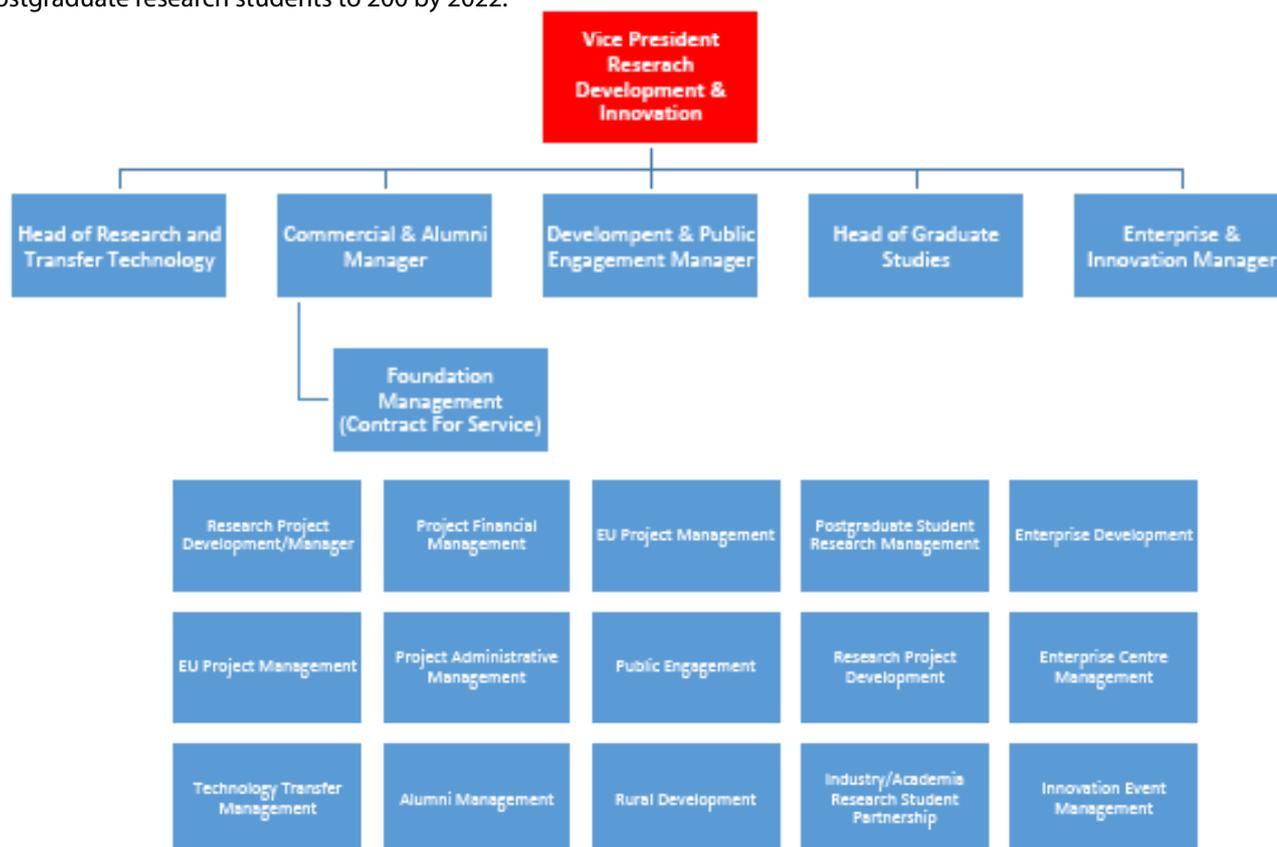
STRATEGIC RESOURCE MANAGEMENT & INVESTMENT

LIT will continue to develop, implement and incentivise effective resource allocation and resource generation. This will ensure that we will be in a position to leverage new funding opportunities, enable investment and manage resource constraints to maintain a financially strong Institute.

As RDI within LIT expands it is important that the management and resources applied to RDI activities are reviewed and enhanced so that they are both fit for purpose and also in line with relevant standards and demands. Such structures should be aligned in particular with those demands of a Technological University. This will require investment in people, systems and places. RDI is committed to continuous process improvements and implementing an effective quality management system to ensure we meet the needs of our key stakeholders in the best way possible as we strive to achieve our goals. The standardisation of a quality management approach will help to drive improvement and process excellence across RDI.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Develop RDI use of and presence on LIT Staff Portal to enhance sharing of resources within internal/external stakeholders	Q2 2021	RDI Management Team
Review reporting templates and standards to ensure consistent application across RDI activities	Q3 2021	RDI Management Team
Further refine systems and put appropriate resources in place to ensure that LIT RDI contracts are managed and reported in line with best practice	Q3 2021	RDI Management Team
Review procedures on a regular basis to improve efficiencies while also aligning with corporate governance requirements	Q1 Annually	RDI Management Team, LIT Executive, Finance
Annual reviews with LIT support units – including HR, Estates, Finance, etc. to identify & implement continuous improvement opportunities	Q1 Annually	RDI Management Team, LIT Executive
Collaborate within the development of LIT CRM system thus enabling improved client and stakeholder management	Q3 2021	RDI Management Team, LIT Executive
Adopt quality management system principles to ensure operational excellence within RDI systems and structures	Q2 2021 Review annually	RDI Management Team

The organisation chart for the RDI management team is outlined below, with two key positions currently vacant. The priority is to ensure that a dedicated Head of Graduate Studies is recruited in order to achieve the ambitious target of growing postgraduate research students to 200 by 2022.



INFORMED DECISION MAKING PROCESSES

LIT values informed decision making as a critical determinant of achieving our strategic priorities. In order to further develop this capacity, the development of a risk assessment culture is seen as a key enabler of ensuring that risk management policies along with robust and agile governance will enable, strengthen and inform the decision making process. We will continually test our processes and establish where needed new evidence-based decision making processes that entails gathering input from multiple sources, identifying facts, objectively analysing data, examining cause/effect, and considering potential consequences.

BRAND, IDENTITY & INFLUENCERS

LIT's RDI division will enhance the Institute brand and position the Institute as a HEI of choice regionally, nationally and internationally. LIT will utilise its key external links and groupings such as LIT Foundation Advisory Board, Alumni, RDI and other advisory bodies to extend the influence of LIT and help to deliver its strategic goals.

KEY ACTION	WHEN	RESPONSIBLE PARTIES
Develop a clear LIT RDI Brand identity in line with LIT Brand guidelines	Q2 2020	RDI Management, LIT Marketing
Develop a dedicated RDI Section on LIT Staff Portal	Q2 2019	RDI Management
Consolidate RDI Communication Platforms (web, social media etc.) to maximise impact and use of resources	Q3 2020	RDI Management
Contribute to LIT website development	Ongoing	RDI Management Team
Develop annual RDI Communication metrics, with annual review	Q1 Annually	RDI Management Team
Develop appropriate RDI communication materials & collateral for use at relevant events	Ongoing	RDI Management Team

APPENDIX 1 STAKEHOLDER ACKNOWLEDGEMENT

The following stakeholders have been consulted and contributed directly and indirectly as part of the consultation process in the development of this plan



- Clare County Council
- Clonmel (County Tipperary) Chamber of Commerce
- Coderdojo
- Department of Agriculture Food and the Marine
- Department of Business, Enterprise and Innovation
- Department of Climate Change and the Environment
- Department of Education and Skills
- Ennis Chamber of Commerce
- Enterprise Ireland
- Environmental Protection Agency
- European Commission
- Foroige
- Haven Horizons
- Health Research Board
- Higher Education Authority
- Innovate Limerick
- Limerick City and County Council
- Limerick Chamber of Commerce
- LIT Executive
- LIT Foundation
- LIT Governing Body
- LIT RDI Advisory Board
- LIT Research and Postgraduate Matters sub-committee of Academic Council
- Local Development Companies and LEADER Organisations
- Science Foundation Ireland
- Shannon Chamber of Commerce
- Sustainable Energy Authority of Ireland
- THEA
- Thurles Chamber of Commerce
- Tipperary County Council
- Tipperary Sports Partnership

Our mission 'is to achieve positive economic, environmental, social and cultural impacts for all stakeholders in our region!'

APPENDIX 2

SUMMARY OF TARGETS

KEY ACTION	2019/20	2019/20	2021/22	2022/23
Increasing LIT's Researcher Capacity (Post Graduate Research Students)	120	140	170	200
Increasing LIT's Research Active Staff	89	107	128	154
Number of retained research proposals (€M)	3.75	4.0	4.5	5.0
Innovation Vouchers	28	32	36	40
Number of peer reviewed Publications and research reports (Research Output - Knowledge)	55	58	63	70
Invention Disclosures	5	5	6	7
Licences, options and assignments executed	1	1	2	2
Number of companies supported within the incubators	55	58	63	70



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