



NUI Galway
OÉ Gaillimh

Vision 2020

NUI Galway Strategic Plan
2015 - 2020



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2015 - 2020

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Foreword

NUI Galway has been transformed over the past decade. As we approach the University's 175th birthday in 2020, we can be truly proud of our recent success. The impact of our teaching and research is now recognised around the world, in particular in our consistent rise in international rankings. In strengthening our position as a research-led university with global reach, we must retain the unique values that define NUI Galway. Enriched by a talented and diverse team of staff, we are committed to delivering excellence and creating equality of opportunity, through a spirit of partnership. Working together with determination, confidence and ambition, we can look forward to the many exciting opportunities that lie ahead of us over the next five years.

Our first commitment is – and always will be – to our students. This commitment to delivering excellent academic and developmental opportunities for our students informs all our decision-making. It involves ensuring our students are challenged and intellectually stimulated by academic staff at the frontiers of research, as well as creating a learning environment that enhances student interaction and engagement, and enriches their leadership potential.

Over the past ten years, we have achieved national leadership and growing international recognition for the quality of our research in our priority areas. With this growing profile, we will continue to pursue an ambitious internationalisation agenda. Over the lifetime of this Plan, we will maximise the potential of our research to have global impact and significantly enhance our international profile. We aspire to be a top 200 ranked university by 2020, attracting the best students, teachers and researchers, and creating a network of relationships of substance that span the globe.



“This strategy builds on a platform of success, and a long tradition of facing the future with ambition...”

In the pages that follow, we set out in detail our ambitious vision for the future – describing our programme of activities, and articulating the values and ideas that underlie those activities. This Plan has been written following extensive consultation with the wider University community, with input and ideas from across the campus and far beyond. The extensive engagement throughout the planning process shows a shared ambition for our University to succeed.

I would like to thank everyone who was involved in devising this Plan, and all those who took the time to share their vision for NUI Galway in the process. This strategy builds on a platform of success, and a long tradition of facing the future with ambition. I am pleased to recommend this Plan to the University community, and I look forward to working with you in achieving our vision.

James J. Browne, Ph.D., D.Sc., MRIA, C. Eng.
President
March 2015



NUI Galway Today



Who We Are

In 1845, at the height of the Great Irish Famine, the foundation stones of Queen's College Galway were laid at the edge of the city. From the new Quadrangle building, the first intake of 68 students looked out across empty fields and a city ravaged by fear. But the University founders did not allow those challenges to limit their ambitions. Their work began a tradition of scholarship and discovery that would confront the problems of the day, and empower their city and region to prosper.

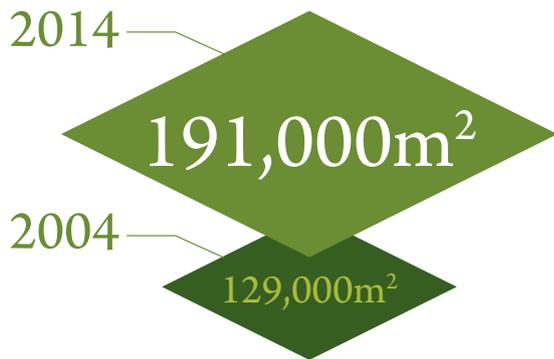
170 years later, while our name has changed, NUI Galway still values that same spirit of confidence and ambition. Though the challenges are different, our drive to change the world for the better is unwavering. We are still firmly grounded in a mission to provide teaching and research that is distinguished by its quality and impact. While remaining deeply rooted in our city and region – with its rich culture and traditions, and its history of diversity and trade – we reach outwards to the world, through a global network of partnerships, collaborations and alumni.

NUI Galway is a university on a journey.

This document lays out a vision for that journey over the next five years. To put our vision in context, we describe some recent achievements, and then outline the challenges and opportunities for the University in the future.

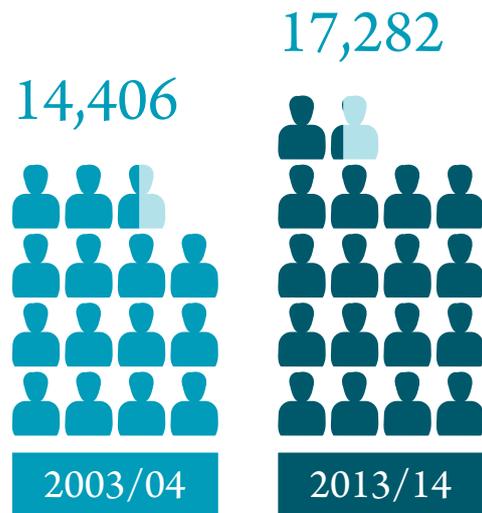
NUI Galway Advances

Ten years of significant progress



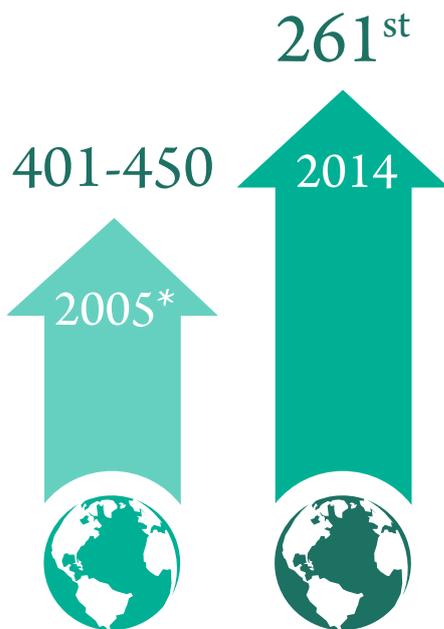
Capital Programme

Floor space across the University



Student Numbers

Total student population



Rankings

Times Higher Education (THE)
World University Ranking



Doctoral Graduates

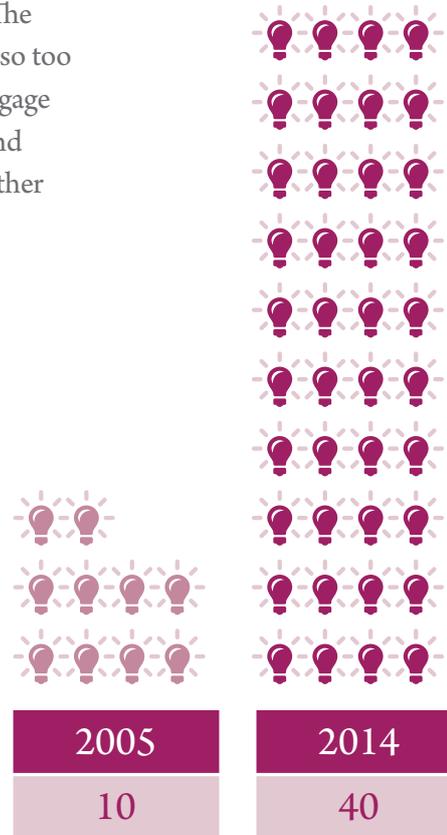
Number of doctoral graduates annually

The past ten years have been a period of transformation and rapid growth. The most obvious change is to our campus, although our recent achievements go far beyond the construction of new buildings. We have made advances across the range of University activities. Our research outputs have increased in both quality and quantity. The quality of our teaching has also been enhanced - but, crucially, so too has access to that teaching. We have developed new ways to engage with business and society, through community partnerships and an intensified drive for internationalisation. These and many other activities have advanced our reputation around the world.



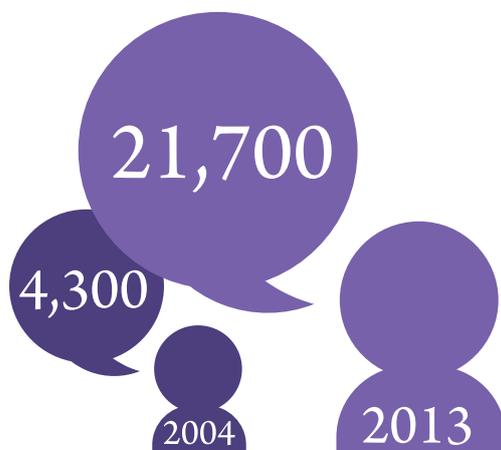
Indexed Publications

Annual number of indexed publications



Inventions

Number of invention disclosures annually



Citations

Annual number of citations worldwide



Research Income

Total direct research income



Our Campus

NUI Galway is one of Ireland's fastest-expanding campuses. Since 2006, we have been investing €400 million in new buildings, facilities and research laboratories – increasing the University's floor space by 50% in the process. Recent highlights include the addition of award-winning buildings for Engineering and for the Humanities and Social Sciences. We have a new home for Psychology at the heart of the University, while buildings for Biomedical Sciences and Lifecourse studies have brought two world-leading research centres to the north end of the campus.

Through all this construction activity, a transformed campus has emerged filled with inviting public spaces, landscaped surroundings, and riverside pathways. Our grounds are open and welcoming – a centre of study and work, but also a place to visit, live and play. We are leading the way in reducing energy consumption by introducing 'clean and green' systems into our buildings, and we boast Ireland's most biodiverse university campus.

Now the priority shifts to maintaining and regenerating our existing buildings. We do so in keeping with the University's vision of creating a sustainable campus, where all resources are used efficiently, and where facilities are managed and services consolidated as effectively as possible.



Our Research

Our research community is brimming with confidence and energised by continued success. We are increasingly counted among the best in the world in a number of priority areas. Our researchers in Insight, the national Centre for Data Analytics, are gaining international recognition for their research on Big Data. We are home to Ireland's only GMP stem cell manufacturing facility. Through the Clinical and Translational Research Facility and other research centres in the University, we are applying innovative biomedical treatments to diseases such as diabetes and cancer. We are leading the recently established Cúram Centre for Medical Device Research, which is focused on creating the next generation of medical devices for some of the world's most pressing illnesses. Our environmental researchers are leading discoveries in marine science, energy, and climate change. In the broad field of public policy, our research institutes and centres continue to have impact, nationally and internationally, in areas such as lifecourse studies, human rights law, and economics. Some of Ireland's most iconic cultural, political and historical figures and organisations have entrusted us with preserving and interpreting their archives: our work with the Abbey Theatre to create the world's largest digital theatre archive is a landmark project in this area.

Such successes are reflected in measurable research performance. In the past ten years, our researchers have tripled their annual output of indexed publications, quadrupled the number of invention disclosures made annually, and increased the annual number of citations by a factor of five. In the past decade we have also more than doubled our annual number of research graduates. We continue to lead the way nationally in providing structured PhD programmes for our students. Our priority now is to ensure that academic staff engage further in research-led teaching and in producing even more high-quality research with measurable impact.

Of course, such activities are dependent upon securing research funding to match our ambitions. A key success to date has been our strength in diversifying our research income, increasingly looking to EU and other international sources of funding, as well as partnerships with business and industry. In a challenging economic environment, securing non-exchequer research income remains a high priority.







Our Teaching

Over the past ten years our student population has grown by 20%, with more than 17,000 students now enrolled at the University. During this time, our suite of programmes has evolved to respond to societal, cultural and economic needs. We have developed new undergraduate and postgraduate offerings, in particular in our areas of research expertise, to offer the best of research-led teaching to an increasingly diverse student population. Faced with many challenges – such as the gradual fall in the population of second-level students in our traditional catchment area – we have sought to attract high quality students from all parts of Ireland and beyond. We must continue to adapt our programmes to respond further to changing patterns of demand and societal needs.

The significant growth in student numbers and teaching activity has been sustained in recent years, despite severe cutbacks in budgets and staffing. This is thanks to the shared commitment of our staff to maintaining the high quality of the education that we provide. Based on the demographics of our region, we do not anticipate a significant increase in undergraduate enrolment over the course of this Plan. However, we do expect a different mix of students, in particular an increase in those on postgraduate taught programmes. As our student population evolves, we must continue to invest in systems and processes that are simplified and secure, and that help our staff work more efficiently.

We will also ensure that our programmes are accessible and flexible, and that they make the best use of contemporary teaching methods. The Centre for Excellence in Learning and Teaching (CELT) and the Centre for Adult Learning and Professional Development, in partnership with our Schools and Colleges, have implemented new approaches to teaching and programme design. At the same time, the Library has greatly expanded access to online information resources. We must also be strategic in rising to the challenges associated with delivering high-quality education via the web, including Massive Open Online Courses (MOOCs) and other emerging forms of technology-enhanced learning.





2,675 International Students

In 2013/2014 there were 2,675 international students from 110 different countries enrolled at the University.



4 A grades

According to the European Commission's U-Multirank system in 2015, the University scored the highest ranking of 4 A grades in all four performance indicators of international orientation.



Top 100

The University is ranked in the Top 100 most international universities in 2015 according to the Times Higher Education's indicator for international outlook.



Our Engagement with the Wider World

NUI Galway has a long tradition of sharing its expertise with the world. Our academic community plays a prominent role in informing public discourse nationally and internationally, acting as a catalyst for positive change in areas as diverse as disability, children's rights, fiscal and economic strategy, public health, environmental policy, and a great many others. Our graduates are leaders in science, public affairs, the arts, business and industry. The University's research continues to bring innovative products and inventions to market, improving the way we live, and our spin-out companies continue to boost employment in diverse industries. As a civic university, we will continue to play a leading role in the intellectual, economic, social, sporting and cultural development of our city, region and nation.

In the Great Hall of the People in Beijing, President of Ireland, Michael D. Higgins, and President of China, Xi Jinping, witnessed the signing of an agreement between NUI Galway and Tsinghua University to collaborate on research and teaching.

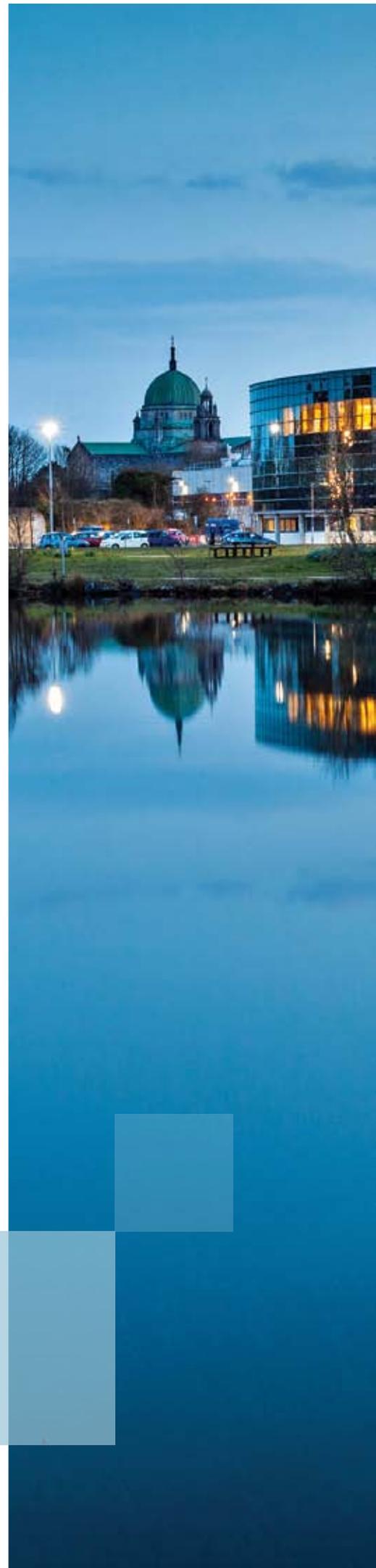
Our Reputation

Our advances are being recognised far beyond the campus boundaries. We are bucking the national trend in consistently increasing our position in the most respected and competitive world university rankings – the *Times Higher Education* and *QS* rankings. Although no ranking system can measure the real worth of a university, it is clear from our gains that NUI Galway’s reputation and achievements are being recognised for their quality and distinctiveness in the eyes of the world. We must use this momentum to build our reputation further, at a time of unprecedented choice and competition worldwide.

Our Location

Galway is a place like no other. Set between Connemara and the Burren, on the broad sweep of Galway Bay, our location is as distinctive as it is beautiful. From this position on the Atlantic edge of Europe, we have a proud history of reaching out and connecting with the world. Galway casually combines the energy of a young and diverse population, with the authenticity of a place steeped in history and tradition. We are renowned as a place where arts and culture are celebrated, reinterpreted and shared with the world. We value our unique connection with the Gaeltacht communities. The University will continue to draw from and contribute to this rich cultural and linguistic heritage.

To ensure that we meet national objectives, we are addressing the Higher Education Authority’s Landscape strategy. We are fully incorporating St Angela’s College in Sligo and the Shannon College of Hotel Management into the University. We remain committed to the principle of creating regional clusters of higher education institutions – clusters that can benefit the west of Ireland and enable the region to prosper.







Our Future

We have made significant progress over the course of Strategic Plan 2009-2014, and that success drives our ambition further. As we grow, we are committed to being open and responsive to the citizens of Galway, Ireland, and the world. We continue to be counted among the best universities internationally. Over the next five years, we aspire to be ranked in the top 200 according to the most respected world university rankings. This ambition will be driven by our persistent focus on internationally recognised achievements in specific areas of teaching, research, and community engagement.

As we move forward with confidence, we will continue to adapt to the evolving economic climate. Our funding structure is changing, with a decreasing contribution from the Exchequer. The best way to secure our future is to diversify our income, through alternative funding sources and commercial activities. This is a major priority for the next five years. Galway University Foundation will continue to support us in this aim by attracting vital financial support for our continued development.

NUI Galway is a university on a journey. In the following pages we set out a vision for our future. We invite you to join us on that journey.

Mission,



3

Vision & Values



Mission

To foster a vibrant community of students and staff, where distinguished learning, impactful research, and creative thinking are shared with the world.

Vision

NUI Galway will be a leading global university, renowned for our distinctive areas of research, recognised as an institution of choice for our teaching and scholarship, celebrated for our outstanding engagement with wider society, and enriched by a dynamic network of partnerships.

Values

The activities and work of NUI Galway are underpinned by five core values:

- **Ambition** – we share a drive for excellence and leadership, working to a common purpose with confidence in our mission
- **Creativity** – inspired by our unique location, a distinctive spirit of creativity imbues everything we do
- **Impact** – our engagement and actions will make a meaningful difference in Galway, across the country, and around the world
- **Collaboration** – strong, mutually-beneficial partnerships are at the heart of our approach, as we engage locally and internationally
- **Integrity** – building on our rich heritage, we value openness, diversity and good citizenship





Strategy 2015-2020

To realise our ambitious vision, our strategy to 2020 is focused on four key themes. These themes are mutually supportive and will guide us as we take our place as an internationally competitive university:

Teaching and Learning

Research and Innovation

NUI Galway and the World

Our Communities

Our strategy is only as good as our capacity to deliver. To be successful will require a step change in our performance – a change that will be reflected in, among other things, a strengthening of our reputation in Ireland and overseas as a university of excellence.



To educate students who will be valued for their academic excellence, their distinctiveness, and their world-readiness

The NUI Galway student is a global citizen: socially aware, distinctive, highly skilled, and well-rounded. Our students' identity is grounded not only in the individual programmes they study, but also in their membership of the NUI Galway community. The University is committed to enriching the student experience and producing graduates of the highest quality.

Teaching & Learning

A key need is to promote wider awareness of what makes our graduates distinctive: not just in terms of their development of essential skills, but also in their preparedness for life, work and citizenship. We aim to educate students who, as graduates, will demonstrate a capacity for independent critical thinking, creativity and innovation, dynamic teamwork, socially responsible leadership, and a commitment to lifelong learning.

NUI Galway's reputation for teaching excellence is rightly celebrated. So too are our successes with student retention and progression; our leadership in the use of online and blended learning technologies; and our recruitment of students from non-traditional backgrounds. These accomplishments must be sustained and enhanced. The development of new pedagogies and programmes will be essential, as will the continued recognition and reward of excellent teaching.

In particular, we value research-active teachers who communicate a sense of the excitement of new ideas and seek to inculcate a spirit of enquiry in their students. Research-led teaching and engaged students generate a creative and stimulating environment, with optimal learning outcomes.

We are committed to supporting students in their transition to university study and their ongoing academic progression by creating appropriate learning communities. In harnessing the diverse strengths of students, researchers, and support services, we can ensure that the NUI Galway teaching and learning environment will be valued for its exceptional quality.

We are well positioned to address the challenges that are now facing universities internationally, such as shifting patterns of student enrolment, and changing expectations about the relevance of academic programmes to societal needs. We will continue to address these issues with ambition and rigour.



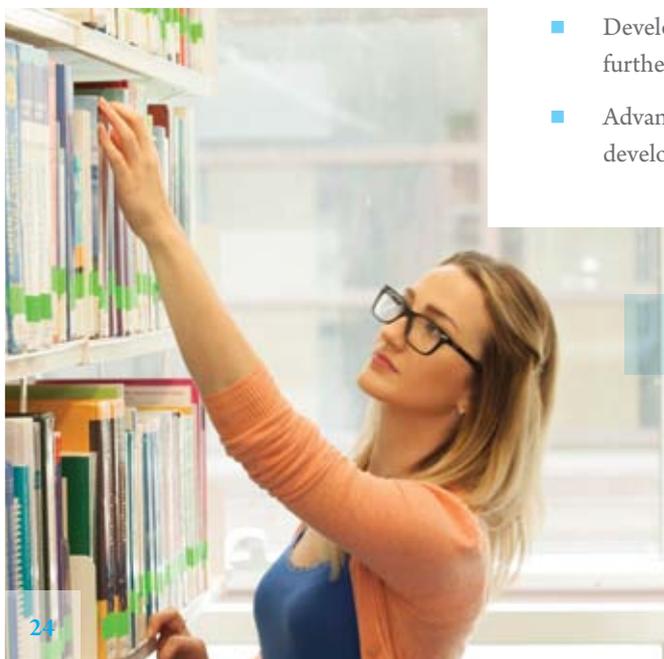
We Will

Teaching and Learning Environment

- Provide an outstanding teaching and learning environment that enables our students to articulate and achieve their ambitions, and benefit from optimal learning facilities and supports
- Ensure that those who teach and design our programmes are provided with professional training and development opportunities
- Develop a range of appropriate learning communities to support students in their academic progress, providing more opportunities for small-group teaching, placements, and pastoral and professional support, with an emphasis on the transition through First Year and the support of students from non-traditional backgrounds
- Develop our ICT systems further to support flexible modes of learning
- Review and revise our admissions requirements and entry routes for undergraduate programmes in line with national developments

Programme Content

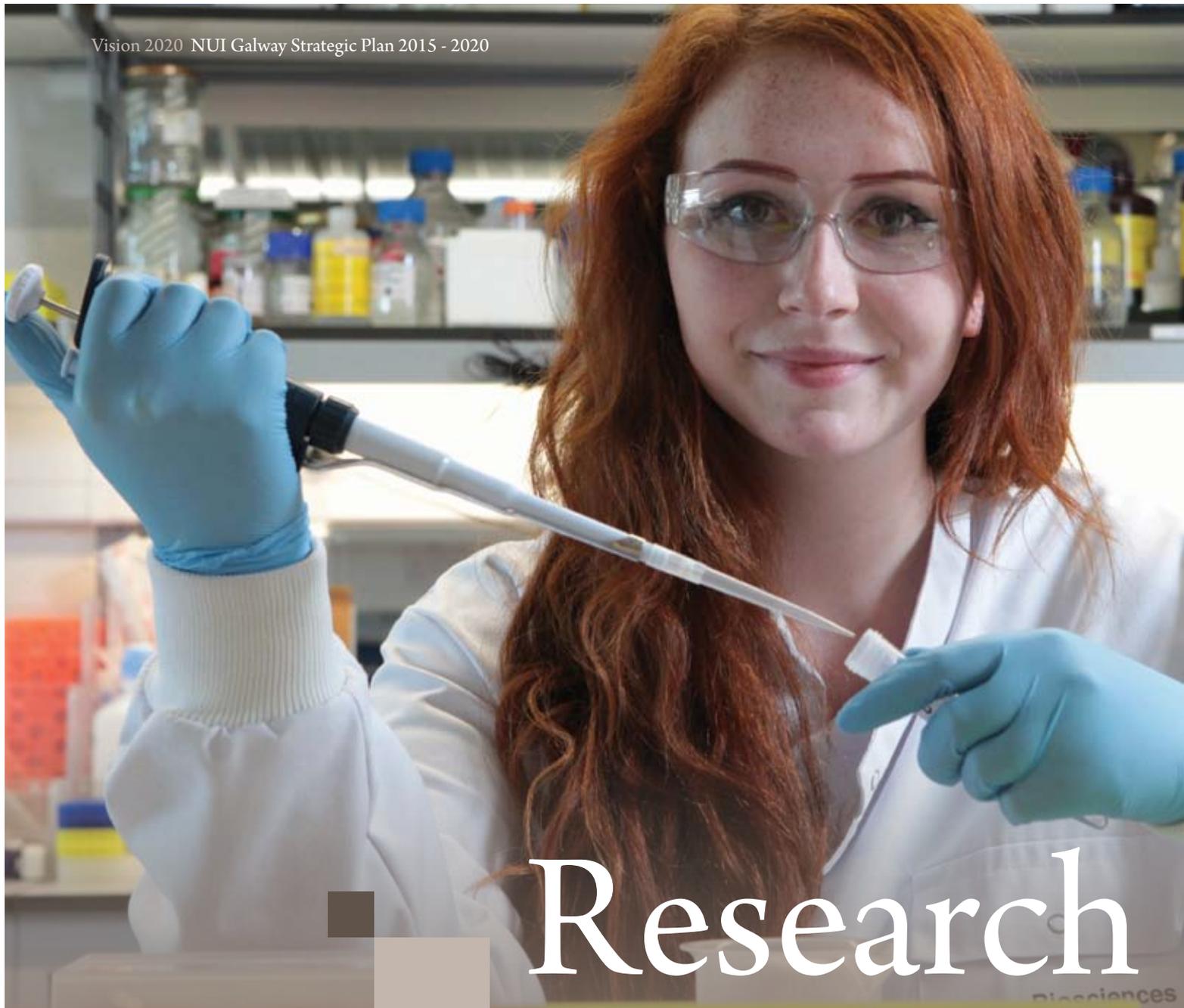
- Continue to promote research-led learning as an informing principle, aligning taught programmes with our areas of research strength, and providing opportunities for student participation in research
- Seek to establish clear national leadership and build an international reputation in our areas of teaching and research strength
- Complement our teaching and learning activities through external engagement with employers, alumni, mentors, practitioners, and community partners
- Review, revise and develop new curricula to ensure that our portfolio of programmes is innovative, responsive to local, national and international demands, and attractive to high-achieving students
- Develop greater opportunities for part-time, flexible and blended learning, further enhancing our national leadership in the provision of online learning
- Advance lifelong learning and provide for the continuing professional development needs of employees in our region and beyond



Measures of Success

- Embedded graduate attributes at both undergraduate and postgraduate levels, clearly articulating the qualities and skills that our students will acquire
- Employers, professional bodies or community partners on at least 75% of programme and/or advisory boards
- 80% of undergraduates receiving a work-based learning experience
- 30% of the student body studying for postgraduate degrees, increased from 22%
- 20% of student cohort on part-time, flexible and blended learning programmes, increased from 15%
- 24% of students from traditionally under-represented groups entering full-time undergraduate study, increased from 19%
- Administrative structures and processes simplified in all programmes, supported by investment in ICT systems
- Very high rate of student retention maintained at 84%
- Maintained position as 'University of Choice' for prospective undergraduate students in our catchment area, and nationally for our priority areas
- 10% increase in the recruitment of students from outside our traditional catchment area
- 10% rise in the number of undergraduate programmes with 400 or more CAO entry points; 20% rise in the number of undergraduate programmes with 450 or more CAO entry points
- Centralised student feedback system that informs the design and delivery of teaching, learning and support service activities
- Revised admissions requirements for students applying from Northern Ireland and Great Britain





Research

To produce research that is recognised as being excellent, transformative, and relevant to societal and economic needs, while we train the next generation of researchers

Galway is a place where leading researchers and students choose to work and study. We will enhance our reputation as a research institution that is excellent, globally collaborative, creative, interdisciplinary and entrepreneurial: a university that produces research that serves and anticipates economic, societal and cultural needs.

The University has prioritised five cross-disciplinary research themes, building on our international success to date. These are:

- Applied Social Sciences and Public Policy
- Biomedical Science and Engineering
- Environment, Marine and Energy
- Humanities in Context, including Digital Humanities
- Informatics, Data Analytics, Physical and Computational Sciences

Our research community is adaptive and agile. We will continue to measure, review and challenge our priority areas regularly, allowing for renewal and regeneration while facilitating the development of new areas. Mechanisms will be developed to allow for the emergence and support of appropriate new priority research areas, and the further growth of interdisciplinary research. We will continue to support excellent fundamental research and individual scholarship of high repute.



& Innovation

Partnership is an essential characteristic of our research culture. To support regional and national development, we will ground our research in engagement with social, economic and cultural partners – working with large businesses, SMEs, professional bodies, and others. Knowledge transfer, entrepreneurship, commercialisation, and liaison with industry are key elements of this process.

A major success in recent years has been the expansion of PhD research at NUI Galway. The University has shown leadership at a national level by significantly increasing the number of our doctoral graduates. We have one of the highest rates of enrolment in the State on structured PhD programmes: innovative programmes that set out to provide excellent training for the next generation of researchers. That success will be consolidated and enhanced, providing all academic staff with opportunities to supervise excellent PhD researchers.

The University understands that it has a responsibility to play a transformative role in Irish society – a responsibility it not only welcomes but embraces. We do so by using inspirational research to generate new knowledge, to respond to the needs of businesses and other institutions, and to realise human potential.

We Will

Research and Innovation Impact

- Increase the quality, impact and international awareness of our research outputs
- Increase the number of Galway researchers publishing in high-impact journals that will enhance our reputation, as measured by national and European funding agencies and university ranking organisations
- Maximise the involvement of all academic staff in research, in particular in activities that generate funding, have societal impact and/or enhance our reputation
- Focus on recruiting, retaining and rewarding excellent academic staff who have a proven track record in delivering measurable research outputs
- Use our research to contribute to national competitiveness and to boost employment through the creation of spin-out companies, while also supporting existing and emerging businesses in our region
- Further develop our partnerships with external organisations and universities in order to enhance the quality, global impact and relevance of our research
- Develop new strategies and structures – involving liaison with industry, technology transfer, and research partnerships – that will generate new networks of entrepreneurs and innovators
- Develop clear metrics and performance expectations for Schools, Colleges and Research Institutes and their academic staff

Research and Innovation Environment

- Empower academic leaders to implement a research career strategy for staff, in order to foster excellence, innovation and entrepreneurship
- Continue to refine and consolidate our academic structures, including our Research Institutes and Centres, to ensure they are flexible and responsive to new opportunities, and facilitate the achievement of our ambitions for research
- Improve administrative supports and policies for our research community to help maximise their efforts in securing research funding and performing quality research
- Sustain the currently high level of doctoral graduates, increase numbers of academic staff involved in research student supervision, and double the percentage of students completing PhDs on time
- Ensure that all our PhD students enjoy a high quality research experience and have opportunities to develop skills to build successful careers in a range of sectors

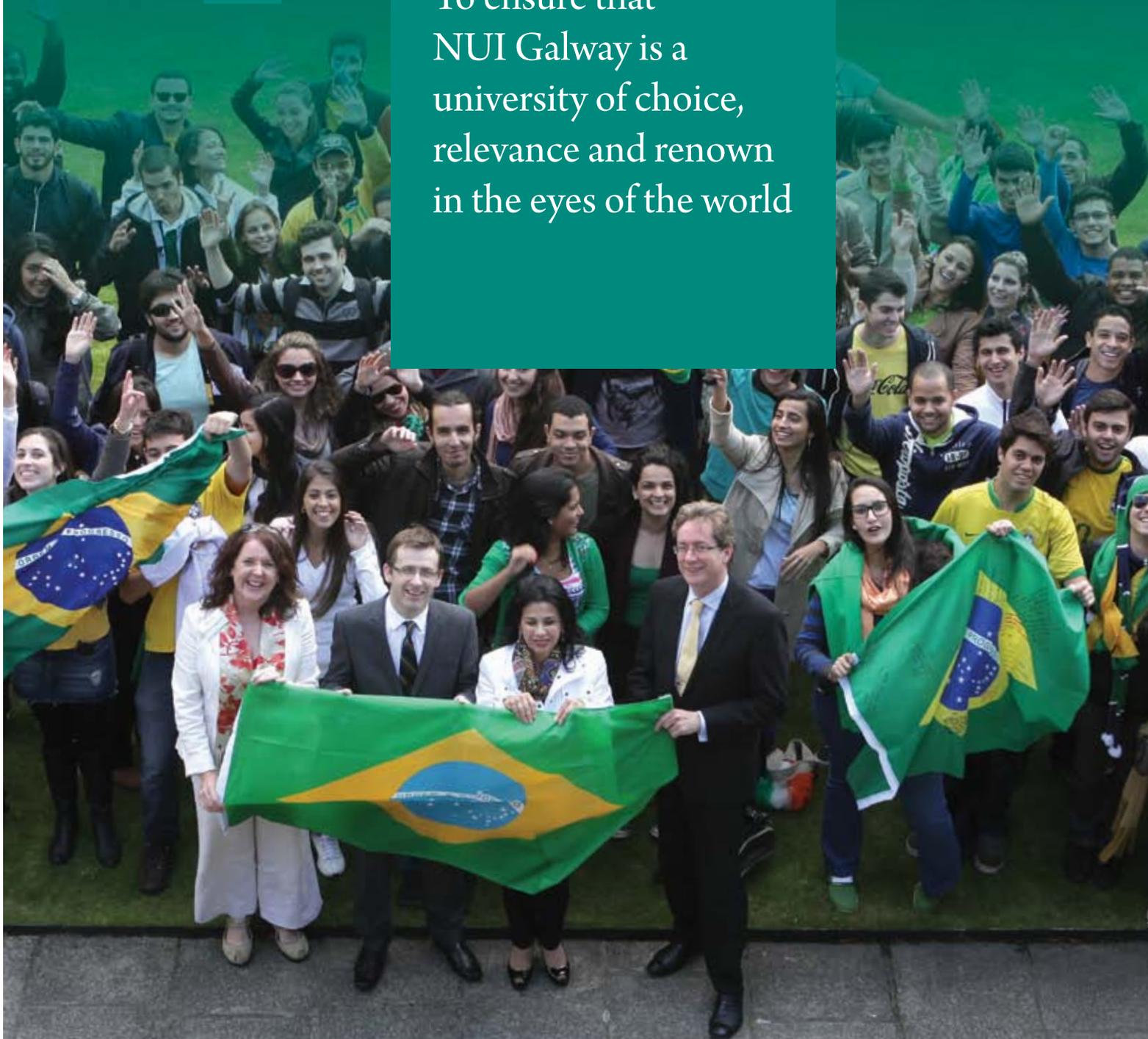
Measures of Success

- €60M total direct research funding annually, increased from €52M
- €100M of research funding secured from EU programmes
- Institution-wide peer review of our research performance completed in all Schools
- 30 spin-outs, 75 licenses, 40 patents by 2020
- Citation impact score of 8, up from 6.2
- Citation count per academic FTE of 35, increased from 26
- Integrated back-office supports for our research community
- European Commission Human Resources Excellence in Research Award retained
- In excess of 200 doctoral graduates per year
- 80% of PhD students participating in structured PhD programmes, up from 40%
- 10% increase in the number of academic staff involved in research student supervision
- Double the percentage of students completing PhDs within a four-year period



NUI Galway

To ensure that
NUI Galway is a
university of choice,
relevance and renown
in the eyes of the world



& the World

Our Internationalisation Strategy

NUI Galway has a strong international orientation. This is derived from our wide range of overseas partnerships and a well-established community of globally connected faculty. As one of the most international universities in Ireland, we have students from 110 countries, comprising 20% of our student body, and we rank highly for the proportion of international faculty on our staff. The University boasts several areas of academic strength that are of genuine international renown.

Our aim is to achieve a reputation as one of the world's top-tier universities, with relationships of substance that span the globe. We will educate students who are globally conscientious and internationally engaged, and who excel as scholars, citizens and global leaders. We will recruit and retain staff who are internationally renowned in their fields and embedded in international networks of scholarship.

The impact of these developments is that NUI Galway will be recognised as meeting its responsibilities: not only the responsibility of pursuing ethical internationalisation activities, but also the goal of making lasting contributions to the betterment of people's lives across the world.

Our internationalisation strategy is inspired by our location in Galway, a diverse city with a tradition of reaching out to the world. It encompasses the experiences of students and staff, and emphasises both our international reputation and responsibilities, displaying awareness of how the world sees Galway – but also being mindful of how Galway sees the world.



We Will

- Recruit the best international students to our undergraduate and postgraduate programmes
- Offer all students international engagement opportunities throughout their time at NUI Galway
- Encourage staff to engage internationally, with appropriate recognition in our career development systems
- Develop priority institutional alliances that enhance NUI Galway's reputation and activities, focusing on the quality of our partnerships as well as the number of new relationships
- Continue to improve our performance in world university rankings, and subject rankings in our priority areas
- Promote sustainable international development, awareness of human rights, and globally conscientious citizenship
- Foster a culturally enriched, respectful and accommodating campus environment

USA

Nearly one thousand US citizens enrol as full-time students at NUI Galway each year. We have one of the largest study abroad (JYA) programmes in Ireland, receiving students from well over 100 US university partners.

EU

In 2015, the University was given the highest ranking of 4 A grades in all 4 performance indicators of international orientation in U-Multirank, an EU Commission-led initiative to measure excellence in higher education and research institutes worldwide. The A grades recognise the international focus of our teaching and learning, doctoral training, research and the composition of academic staff.

BRAZIL

Each year, around 200 students from 90 different Brazilian universities enrol at NUI Galway through the Brazilian government's Science Without Borders programme, making us the most popular destination in Ireland for Brazilian students.

ETHIOPIA

With the support of the Ethiopian government, NUI Galway will serve as a developmental partner to the recently established Addis Ababa Science and Technology University (AASTU), helping it to become an internationally recognised hub of science, technology and higher education.

Measures of Success

- Ranked in the top 200 universities in at least one world university ranking
- 25% of student body coming from outside Ireland, maintaining the global spread of our student population
- A suite of global scholarships to recruit international students of the highest calibre
- Opportunities for international engagement incorporated into all undergraduate and postgraduate programmes
- At least one degree programme per College jointly delivered with an international partner university
- Six major university-level strategic alliances with international partners, focusing on identified strategic catchment areas
- Increased international research profile, as measured by international citations
- Enhanced success rates in international funding bids

INDIA

Through collaboration with industries and universities in India, our researchers are helping to develop next-generation medical devices and biomaterials, sustainable agriproducts, and novel diagnostic technologies to meet India's development needs.

CHINA

We have academic exchange and collaboration with 30 institutions throughout China and Hong Kong. In 2014, we signed a high-level institutional agreement with Tsinghua University, Beijing, one of Asia's leading universities, in recognition of our longstanding co-operation in teaching and research.

MALAYSIA

For 40 years we have welcomed students from Malaysia to the University, with a particularly strong tradition of Malaysian students completing their full medical degrees here. Today, over 200 students from Malaysia are enrolled at the University.

Our Global Influence



Our Communities

To serve and engage with our diverse communities in mutually enriching ways, through enhanced relationships on campus, in our region and around the world

We will fulfil this goal with reference to a number of distinct communities.

Our Students

To ensure that our students are empowered to discover their true potential, to direct their own futures, and to articulate clearly how their university experience has made them distinctive and well-rounded global citizens

Our primary commitment to our students is to develop their full intellectual potential. This is a two-way process, where students and lecturers engage fully with their programmes of teaching and learning. Our aim is to empower students to shape their own futures, by ensuring that they are academically well developed and prepared for life, work and citizenship.

Recognising the challenges of the academic journey, we are committed to the holistic development of our diverse student community. Central to our students' well-being and identity is a sense of belonging. That sense is strengthened when students feel securely anchored within their learning communities, when they can define in their own words the skills and capacities that they are developing through their programmes, and when they have access to support in such areas as accommodation, finance, welfare, sport and culture.

By drawing these elements together, we will provide a framework that will enable all partners in the student experience to articulate the Galway graduate identity. That identity in turn affects how Galway graduates see themselves and their relationship with the world. While each academic programme will define its own set of graduate attributes, we will also define how Galway graduates are distinctive – in terms of their well-roundedness, their appreciation of diversity, and their community engagement. These activities will be strengthened by new investment in cultural and sporting facilities.

We will also work to boost student retention and progression further, recognising that retention is influenced not only by academic performance but also by student well-being and engagement. Reviewing and reforming our student support services will continue to be a priority, so as to enable our staff to respond more effectively to students' needs.



We Will

Academic Engagement

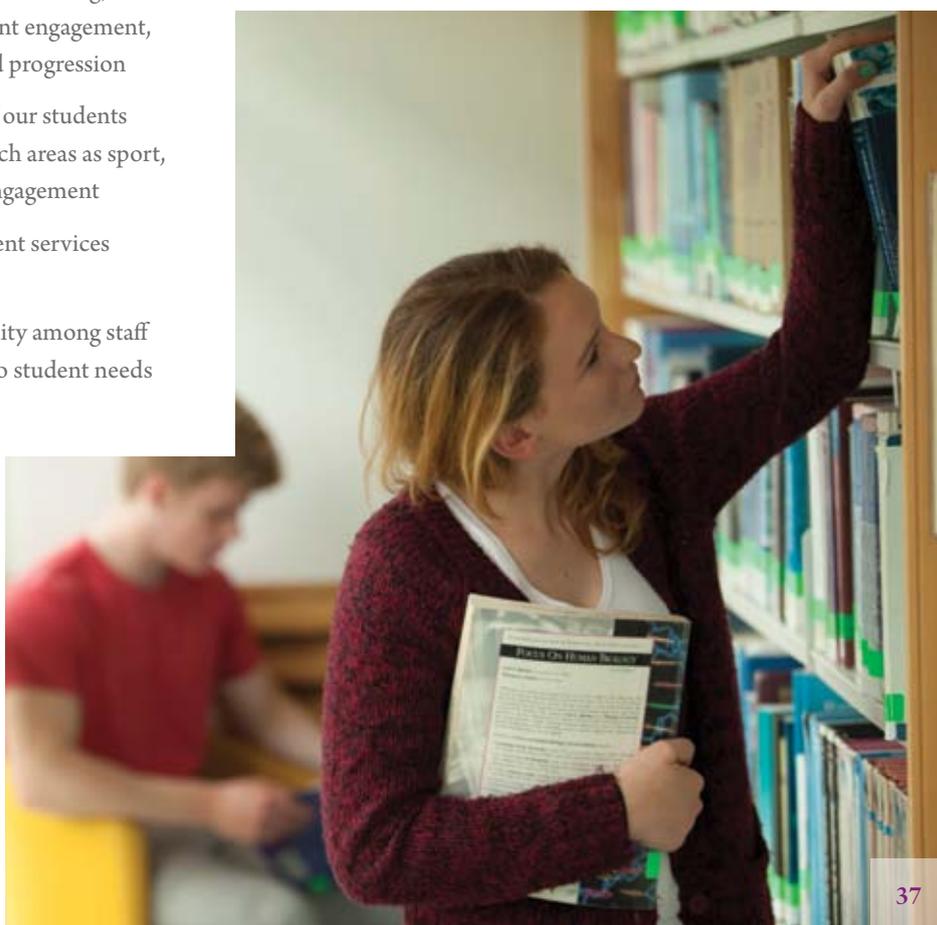
- Ensure that all of our students benefit from a rigorous academic experience of the highest quality
- Continue to encourage genuine intellectual engagement by students with their programmes, in order to attain the highest academic standards
- Strengthen our students' ability to negotiate key transitions in their learning and life journeys successfully, with a special focus on the First Year experience and the transition from university to employment
- Develop graduate attributes, both at programme level and institutionally, to enable our students articulate their skills and achieve their potential in learning, life and society
- Develop an employability strategy, incorporating experiential learning, extra-curricular participation, high-quality work experience, and strong connections with alumni and the world of work

Student Life

- Promote student welfare, health and well-being, recognising that they underpin student engagement, academic performance, retention and progression
- Promote the holistic development of our students through increased participation in such areas as sport, student societies, culture and civic engagement
- Realign, integrate and co-locate student services where feasible to meet student needs
- Foster a spirit of empathy and flexibility among staff across the University in responding to student needs

Measures of Success

- Institutional-level graduate attributes defined and embedded
- A suite of graduate attributes defined and embedded within all programmes
- Leading position nationally in delivering an Enriching Educational Experience as measured in the Irish Survey of Student Engagement
- Systems developed to measure academic engagement by students, to include use of Virtual Learning Environments, use of Library resources, and other interactive feedback systems
- Very high rate of student retention maintained at 84%
- 24% of students from traditionally under-represented groups entering full-time undergraduate study, increased from 19%
- 10% growth in proportion of students achieving the ALIVE programme certificate for volunteering
- Increased active participation in Clubs and Societies
- Leading position in the BICS national student society awards maintained
- Methods of measuring impact of student welfare services developed



Our Staff

To work together as a confident team, valuing excellence, partnership, commitment, professional development and leadership throughout our organisation

The ethos of a university is defined by its people. Enriched by the diversity of our staff we work together to deliver research, teaching, learning and community engagement. We are united in our shared commitment to the highest professional standards, and by our pride in working at NUI Galway. We seek, therefore, to respect and actively respond to the developmental, professional and personal needs of all of our colleagues.

As a team we have achieved many remarkable successes. Our staff have displayed flexibility, commitment and innovation in adapting to the rapidly changing higher education environment. We have done so in the face of serious challenges, including recruitment controls, salary reduction, and declining State support.

Our aim now is to attain new levels of performance, continuing to work together to be an excellent university. To do this we must empower our staff to fulfil their potential, to foster their personal and professional well-being, and to develop their skills and capabilities. Outstanding individual performance across the University will be rewarded through a range of recognition and promotion schemes, notably where academic staff take on leadership positions.

In our research-led University, academic staff will always be encouraged to engage in a portfolio of activity that balances teaching, research, and contribution to the institution and the community. Heads of Schools will facilitate individual academics who wish to rebalance their workloads, taking account of the needs of the School and the University, and using mechanisms such as workload modelling and the Performance Management Development System (PMDS).

A key priority over the coming years will be to advance our agenda of achieving gender equality in our organisation. NUI Galway will be defined by talent and performance, with all staff given an equal opportunity to excel and equal recognition when they achieve. We are committed to making real and lasting changes to career development and advancement for women at our University. Our involvement in the Athena Swan programme, together with the establishment of a Task Force for gender equality, are the first steps towards realising that ambition.

Modern universities need a professional support staff with specialist skills. We recognise the current numerical imbalance between junior and senior support staff, and between generalist and specialist staff, in the University. We will undertake a significant rebalancing of our support staff profile, with an increase in the proportion of those at professional grades, and a shift towards more specialisation and high-performing teams.

The success of the University in recent years in greatly enhancing its research activity has led to the development of large Research Institutes. As a result, we need to consolidate and refine some of our existing academic structures and processes, ensuring they are appropriate to an internationally competitive research-led University. This re-organisation will assure the appropriate consolidation of Institutes, Colleges and Schools, and will facilitate staff in their efforts to contribute effectively to the realisation of the University's mission.

With a renewed focus on leadership and on the skills and behaviours that enable and deliver excellence, we will support management development, with an emphasis on mentoring, resource management, consultation and succession planning. We will continue to improve our systems and procedures in order to realise fully the potential of all our staff, to increase career mobility, and to ensure gender equality.

We Will

Skills and Capacity

- Continue to attract the highest calibre of academic and support staff
- Invest in the skills, systems and knowledge needed to sustain an excellent and diverse team
- Provide effective training and development programmes for support staff, and encourage them to gain a diversity of experiences across the University, in order to create greater promotional and redeployment opportunities
- Develop current and prospective leaders who will have a focus on effective management, collegiality, teamwork and the University's mission
- Continue to affirm the positive relationship between retired staff and the University, recognising the valuable contribution many make to the campus community

Organisational Structures

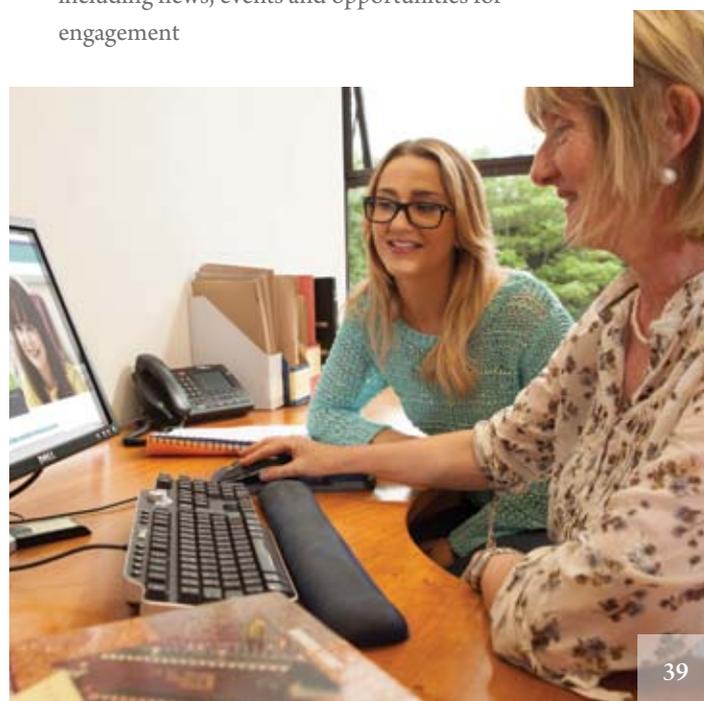
- Consolidate and refine existing academic and research structures and associated processes
- Ensure that Heads of Schools enable academic staff to achieve an appropriate balance between teaching, research, and contribution to the institution and community
- Ensure managers of support services regularly review staffing plans, in order to rebalance the staff profile as appropriate
- Continue to restructure our services into larger, more flexible and effective units, for the maximum benefit of users and providers
- Create more opportunities for recruitment at senior grades in the support services, resulting in an appropriate rebalancing of grade profile

Systems and Processes

- Use effective internal communications to ensure that our staff have a shared understanding of, and commitment to, our mission
- Maximise our staff's contribution by combining effort through sectoral efficiencies, shared services, and better use of external suppliers
- Continue to provide staff with a positive and safe work environment
- Regularly measure staff satisfaction through the Staff Survey, and identify key actions for improvement, where appropriate

Measures of Success

- Staff training and development audit completed by the end of 2015, with continuing annual monitoring over the course of this Plan
- Use of effective leadership training programmes to produce a broader cohort of staff who are ready for leadership roles across the University
- Transformed organisational culture of gender equality
- Embedded competency frameworks to support recruitment, workload modelling, promotion schemes and PMDS
- 100% implementation of PMDS across all staff
- Revised structures in place to integrate Research Institutes, Colleges and Schools
- Increased number of support staff moving from junior to senior levels, and from generalist to professional posts
- Athena SWAN award achieved – recognising good employment practice for women working in higher education
- High-impact investment programme in ICT systems
- Newly developed online staff portal that is responsive to staff use and needs
- Tracked increases in staff satisfaction over the lifetime of the Plan
- Improved induction process for new staff, including an effective suite of printed and online resources, and commitment to identifying Induction Mentors at unit level
- Enhanced communications with retired staff, including news, events and opportunities for engagement



Our Alumni, Friends & Supporters

To provide a global network of support and advocacy, sustaining mutually enriching relationships with alumni, friends and supporters

For over 160 years, our alumni have achieved leadership positions in all fields of endeavour, building an international reputation for the University.

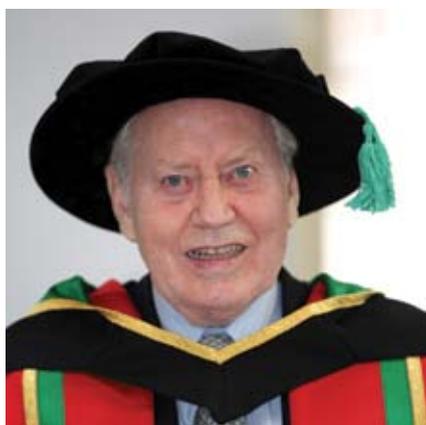
Today, the graduate body of over 90,000 alumni constitutes a network of real importance for the University. We value our graduates as a collective of individuals who can engage with, and lend their advocacy and support to, the development of NUI Galway. This vibrant network is active in the United States, China, the Middle East, and Australia – as well as many locations in Ireland.

Advised by an enthusiastic and purposeful **Alumni Association Board**, we will encourage our alumni to work with the University in diverse ways – through student mentoring, building career networks of global reach, enhancing the marketing and reputational efforts of the University – and through lending their philanthropic support to new programmes and developments on campus.

Since 1998, an independent body – **Galway University Foundation** – has been engaged in generating financial support for the University from both individuals and organisations. A core part of the Foundation's work involves nurturing lasting relationships with donors who share NUI Galway's vision for the future. This engagement has had a transformative effect on our University – with over €180 million of philanthropic investment in facilities and academic programmes, exceeding the Foundation's target by 20%.

Central to this success has been the extraordinary contribution of Atlantic Philanthropies and its founder, Chuck Feeney. Since the late 1990s their support has enabled major advancements at our University and right across Ireland's higher education sector. At NUI Galway that remarkable legacy will enable future success and development.

Working closely with our alumni and friends, the Foundation will support the continuing requirements of the University. Over the past decade the main focus of this activity has been investment in buildings. As the University's priorities evolve, we will work with the Foundation to set new targets for philanthropic support.



The
ATLANTIC
Philanthropies

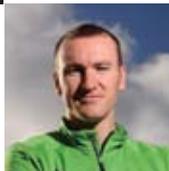


We Will

- Involve alumni in a range of University activities, including career support, volunteering, fundraising, mentoring, and adjunct appointments
- Ensure that Foundation and Alumni Association activities continue to be mutually supportive, conscious of their diverse but interrelated missions in support of NUI Galway
- Promote student awareness of the Foundation and Alumni Association, thereby building future networks of support
- Develop a plan of engagement with the Alumni Association around public events and activities
- Work actively with the Board of Galway University Foundation to identify and prioritise University projects for funding over the next five years

Measures of Success

- Increased alumni involvement in the following areas of University activity: volunteering, work placement, philanthropy, mentoring and career development
- Improved flow of information to alumni about developments at their *alma mater*, through webcasts of University events and regular e-zines featuring University developments
- Enhanced promotion of alumni activity, building on the well-established annual programme of events such as reunions, Alumni Awards, and *Cois Coiribe* (our alumni magazine)
- Global and national network of alumni groups, with increased activity, visibility and geographic spread
- 10% of graduates linked into NUI Galway Global Alumni Network online
- Clear set of University priorities identified for philanthropic support by Galway University Foundation



Pobal na Gaeilge agus na Gaeltachta

To provide a dynamic higher education environment rooted in the Irish language and its cultural heritage

NUI Galway has a unique commitment to the Irish language. We play a leading role nationally in the provision of university education through Irish. With the support of relevant State agencies, we will continue to respond to the educational, economic and cultural needs of Irish-speaking communities in the Gaeltacht and around the world.

Acadamh na hOllscolaíochta Gaeilge is our principal vehicle for addressing these needs. It gives coherent academic leadership to the Irish-speaking community, and is responsible for the development and delivery of programmes, research and other services through the medium of Irish. NUI Galway will continue to promote excellence in language acquisition across the University's Irish language programmes. In addition, we will work to ensure that the language competence of our graduates is recognised as a skill that boosts employability.

The University's Gaeltacht centres in An Cheathrú Rua, Carna and Gaoth Dobhair are pivotal in offering high-quality linguistic formation and a unique learning experience. We will continue to deliver accredited immersion programmes in these centres to students from NUI Galway and other higher education institutions in Ireland and abroad.

We are committed through our Scéim Teanga to the development of an exemplary bilingual campus, and to making an active offer of service through Irish across the University. We will continue to offer extra-curricular Irish language courses to staff and students. In so doing, we recognise that access to education and services in the language is one of the University's distinctive strengths, and assists in wider initiatives to foster multilingualism and linguistic diversity on an international campus.

Acadamh na hOllscolaíochta Gaeilge and Roinn na Gaeilge continue to augment the status and use of Irish by serving the vibrant University language community of staff and students in real and relevant ways. We also affirm our role in supporting the Irish language community regionally and supporting Galway as a bilingual city.



We Will

- Reform language acquisition programmes to ensure Irish language competence is a distinctive NUI Galway graduate attribute
- Consolidate and enhance our position as the primary national provider of post-primary Initial Teacher Education (ITE) through the medium of Irish
- Use our unique Gaeltacht infrastructure to become the primary centre for Language Immersion Programmes in ITE nationally
- Increase placement opportunities for students in Gaeltacht enterprises, media and language-based organisations, thereby supporting economic development in our region
- Reorganise Acadamh na hOllscolaíochta Gaeilge to augment long-term provision for teaching through Irish at undergraduate level
- Develop an annual programme of social, cultural and scholarly events to establish and maintain linguistic networks across the University and its campuses
- Reinforce institutional expertise in Irish language, literature and culture, and foreground the University as a centre for Irish language-based scholarship
- Monitor the implementation of our Scéim Teanga in close collaboration with Oifig an Choimisinéara Teanga and the Department of Arts, Heritage and the Gaeltacht
- Introduce flexible and innovative pathways for staff, students and graduates to enhance their language competency through accredited programmes, such as An Dioplóma sa Ghaeilge

Measures of Success

- Phased increases in the number of Irish language-based modules available as part of undergraduate programmes in the College of Arts, Social Sciences, and Celtic Studies
- 175 post-primary teachers trained for the Irish-medium sector by 2020
- 4000 ITE students on Language Immersion Programmes in the University's Gaeltacht centres over the period of the Plan
- Structured 60-ECTS Gaeltacht semester and work placement programme available to NUI Galway students by 2016 as part of a new four-year Irish language degree
- Structured 30-ECTS Gaeltacht semester available to students in other higher education institutions by 2017
- Acadamh na hOllscolaíochta Gaeilge integrated within the College of Arts, Social Sciences, and Celtic Studies
- Appointment of a Strategic Co-ordinator for Irish language awareness activities



Our Partners

To expand our dynamic network of partners to develop strong, mutually-beneficial relationships that extend our influence and reach

External engagement, an openness to partnership, and a spirit of collaboration define the NUI Galway approach. We engage with our communities in many ways: by supporting industry, businesses and the community with expertise and advice; by commercialising research; by engaging in public debate and service; by supporting the development of policy in key areas; and by stimulating and supporting cultural and sporting activities.

Our location on the edge of Europe gives us a unique perspective from which to reach out to the world. We will build on our existing relationships and develop new strategic alliances that bring mutual and sustainable benefits on a local and a global scale.

We will meet the challenge of increased regional coherence of provision, as articulated in the national higher education strategy, by fully integrating St Angela's College, Sligo, and Shannon College of Hotel Management. By working with other institutions, we will support the creation of a regional cluster. We will also continue to strengthen our established academic relationship with the Burren College of Art.

As a civic university, we will continue to play a leadership role in the intellectual, economic, social, sporting and cultural development of our city and the surrounding region. We have a strong tradition of partnering with business and industry, and with cultural and sporting organisations, to compete on a global stage. This combination of being globally competitive and regionally rooted underpins our vision for the future.

Our Community Knowledge Initiative is pioneering new forms of community-university partnership. The ALIVE volunteer programme continues to grow, and is giving more of our students practical applications to their learning, boosting civic engagement and supporting local organisations to a value of at least €1 million in work hours annually. We must remain proactive in collaborating with external community partners for our mutual benefit.

NUI Galway will develop a strong and proactive Industry and Innovation Hub that links the University with industry, employers, SMEs and business partners in the western region and beyond.

The close association of the Medical School with hospitals will continue to grow during the lifetime of the Strategic Plan. We are developing regional medical academies in Letterkenny, Sligo, Castlebar and Ballinasloe, with significant capital investment in teaching facilities based at these affiliated hospital locations.

We are committed to playing a central role in a re-imagining of Galway, to create a shared vision of the city, including all its dimensions – a learning city, a cultural capital, an industry hub, a sporting city, and a space that is both cosmopolitan and connected to our cultural heritage.



We Will

Industry, Business and Professions

- Deepen our links with business and industry, professional and State bodies, and community and cultural agencies for mutual benefit
- Identify and deliver supports required by SMEs, based on regional need and institutional capacity
- Value and support staff who engage with industry, the community, cultural organisations, the State sector, and professional bodies
- Support businesses and employers through providing strong executive education and continuing professional development programmes

City and Region

- Play a wider role as a civic leader in the cultural, social, intellectual and economic development of our City
- Lead Galway's bid for European Capital of Culture 2020
- Fully incorporate St Angela's College, Sligo, and Shannon College of Hotel Management into the University
- Work within our regional cluster to progress programme rationalisation, the identification of institutional specialisation, and new programme development

Outreach

- Open our campus to the wider community and tourism through a year-round public programme of cultural events, exhibitions and activities, and the further development of our Cultural Campus Trail
- Support musical and theatrical performance for students, staff and the wider community through new and existing partnerships
- Develop a strategy to integrate our outreach and student recruitment activities
- Promote engagement of younger students with education, science and technology through a range of school outreach initiatives, including our Youth Academy
- Partner with relevant national bodies and sporting associations to support elite athletes and boost participation rates in individual and team sports

Measures of Success

- 'Industry and Innovation Hub' established to serve as primary point of contact between industry, employers and the University
- Inclusion of employers, professionals or community partners on at least 75% of programme and/or advisory boards
- Economic Impact Study measuring the University's impact on the economic life of the city and surrounding region
- Full incorporation of Shannon College of Hotel Management and St Angela's College, Sligo achieved
- 20% increase in applications from high quality applicants for sports and creative arts performance points schemes
- A series of cultural initiatives, such as a traditional music residency, established in collaboration with local, regional and national partners



Our Campus for our Communities

To create a campus that is sustainable and efficient, and that provides a high-quality experience for all who study, work, live, play and visit here

NUI Galway is one of Ireland's fastest-expanding campuses. Our physical environment is open and inviting, and helps to attract, retain and motivate students and staff.

Following a significant expansion of our research facilities in recent years, we look forward to three more buildings being completed shortly. The Clinical and Translational Research Facility, due to open on the grounds of University Hospital Galway in early 2015, will complete our integrated bench-to-bedside approach to biomedical research. In 2016 we will open a new Centre for Drama, Theatre and Performance, as well as a Human Biology Building that will revolutionise how we teach medical sciences.

The focus of construction now turns to enhancing the student experience further. In addition to excellent academic facilities, our growing campus population requires a broad range of complementary services. In response to growing demand, we will build additional student accommodation on campus, opening in 2018.

As part of a wider investment in our sporting facilities, a new water sports facility is planned for 2017, together with improved infrastructure for field sports. These initiatives will greatly enhance facilities for some of the most popular sports among our students, boosting participation and elite performance in the process. Additional retail and catering options, including a pharmacy, shops and cafés, will be provided. We will also contribute to broader economic activity in our region by developing additional visitor attractions and commercial opportunities on campus.

As our €400M capital programme draws to a conclusion, the emphasis changes to maintaining and regenerating our existing buildings. A significant proportion requires reinvestment to ensure they meet international standards and provide attractive spaces in which to work and study. We will develop a campus-wide buildings regeneration plan, for implementation on a phased basis. This plan will include the transformation of our Hardiman Library building into a dynamic learning environment, reflecting the culture of knowledge creation in a contemporary university. We will also seek, where feasible, to consolidate units into single locations and co-locate cognate disciplines.

Throughout this process we will continue to ensure our campus is environmentally friendly, using modern 'clean and green' systems. These priorities are consistent with the University's vision of creating a sustainable and universally accessible campus, where all resources are used optimally and efficiently, and where facilities are managed as effectively as possible.



We Will

- Evolve the Campus Master Plan, allowing for further enhancements to our physical campus as an enabler of the University's success
- Promote the campus as a cultural, social and sporting amenity by encouraging wider access from individuals, community groups, business, professional and cultural organisations, and other institutions and agencies
- Attract additional visitors to the campus, by hosting national and international events, among other activities
- Expand campus retail activity significantly and exploit potential commercial opportunities on campus by developing new services and income streams
- Continue to promote a spirit of corporate social responsibility by contributing to a healthier, more sustainable and green campus environment
- Invest further in 'clean and green' systems, and reinvest energy cost savings in new sustainability technologies
- Continue to implement universal accessibility compliance measures

Measures of Success

- Campus Master Plan reviewed in 2015
- Current building projects completed – Clinical and Translational Research; Drama, Theatre and Performance; and Human Biology
- New student residences built – 450 bed residences by 2018, and a further 450 by 2020
- New sports facilities constructed – Water Sports building; 3G synthetic training and competition facility for all codes; additional sports pitch; and upgrade of existing natural grass surfaces
- Phased implementation of our buildings regeneration plan, transforming existing older infrastructure
- Retail and other commercial revenue increased by 30%
- At least five sponsorship contracts developed, with the support of Galway University Foundation
- Published building/unit metrics for electricity consumption, gross space assigned, office waste produced and recycled
- Reorganised operational model of estates management



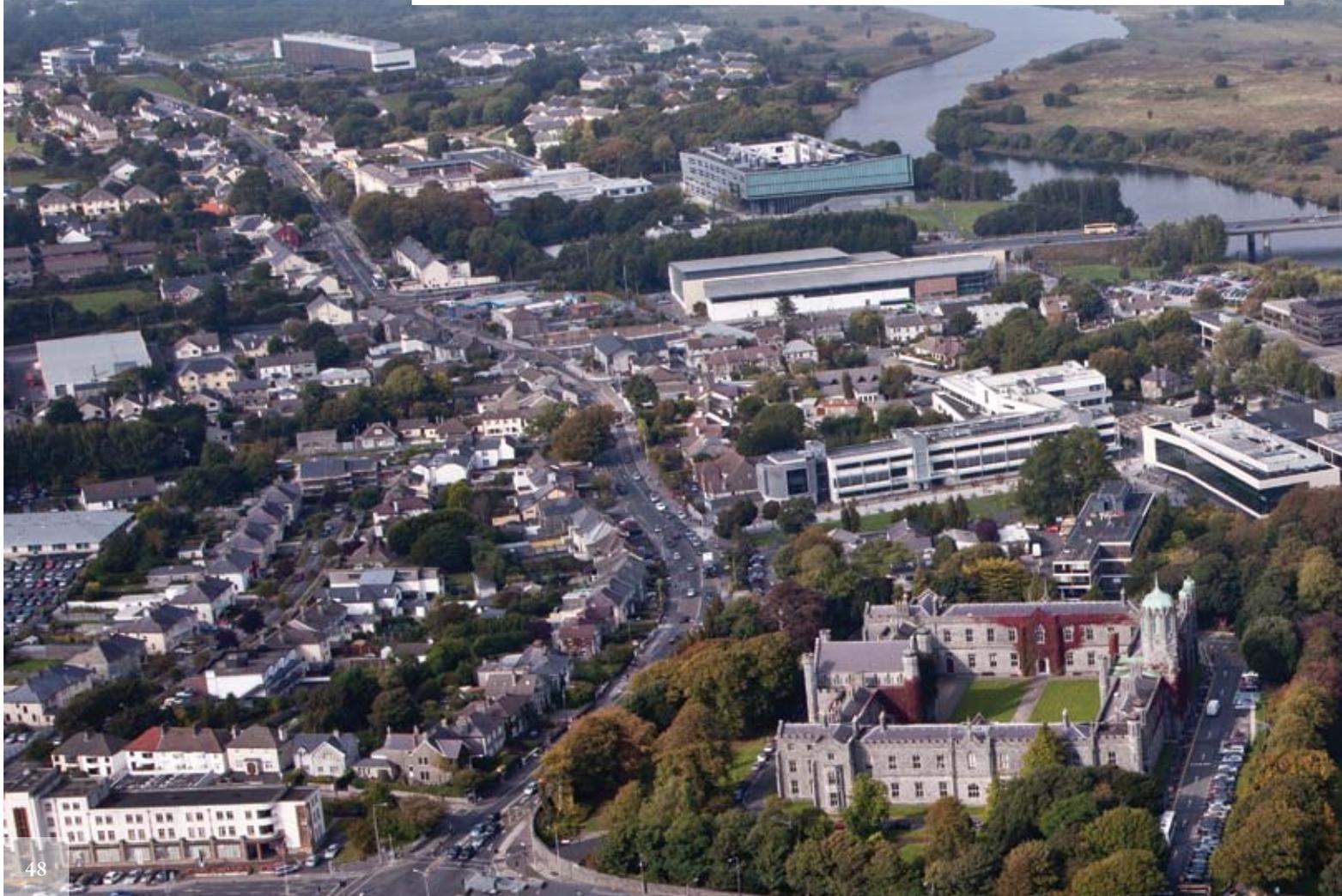
The Planning Process

In creating our Plan, we embarked on an inclusive University-wide process. An Oversight Group and eleven thematic working groups were established in October 2013 to steer the planning process. Each working group identified initial themes and circulated details of those themes widely throughout the University community.

Between March and June 2014, the working groups invited members of our University communities to share their vision for the future of NUI Galway using a wide range of channels. This open consultation process gathered input from staff, students, alumni, and business, cultural and community leaders in a number of different ways.

Throughout the strategic planning process, staff were kept up-to-date by email, web resources, and a dedicated intranet site. By June 2014, the consultation process had captured the vision and ambitions of hundreds of people across the campus, city and beyond. In turn, this fed directly into the working groups as they prepared submissions for the new Strategic Plan, which a Documentation Group then brought to publication.

The University Management Team and the Standing and Strategic Planning Committee of Údarás na hOllscoile led the planning process and articulated a bold and ambitious direction.



5

Implementing Our Plan

Delivering our Strategy

This Strategic Plan elevates our ambition for NUI Galway. Successful delivery requires the continuing active involvement and engagement of the entire University community. The Plan provides a direction for our Colleges, Schools, Research Institutes and major support units. Over the next five years, each unit in the University – both academic and support – will be required to produce annual operational plans with associated targets aligned to this Strategic Plan. The outputs of each of these operational plans will be reviewed on an annual basis by an Operational Planning Steering Group, which will report, in turn, to the University Management Team and Údarás na hOllscoile.

We will remain sensitive to changes in our operating environment throughout the period of the Plan, responding to new opportunities and adapting as required. There will be regular reporting on progress during the implementation phase to the Standing and Strategic Planning Committee of Údarás na hOllscoile, as well as systematic updates for the University community.

The President will oversee an annual review of the Strategic Plan, and formally report on the findings to Údarás na hOllscoile – our Governing Authority.

6 Major Goals

Teaching & Learning

| Key Measures of Success | Target for 2020 |
|---------------------------------------------------------|----------------------------------------------------|
| Work based learning experience for students | 80% Embedded in undergraduate programmes |
| Postgraduate student intake | 30% of total student population |
| Part-time, flexible and blended learning student cohort | 20% of total student population |
| Students from traditionally under-represented groups | 24% of undergraduate students |
| Graduate attributes | Embedded at institutional and programme levels |



Research & Innovation

| Key Measures of Success | Target for 2020 |
|----------------------------|----------------------------------------------------------------------------|
| Funding from EU programmes | €100 million |
| Annual research funding | €60 million |
| Doctoral graduates | 200 In excess of per year |
| Commercialisation outputs | 30 New Spin Outs 75 New Licenses 40 New Patents |
| Citations | 35 Citations per academic 8 Citation impact score |



NUI Galway & The World

| Key Measures of Success | Target for 2020 |
|----------------------------------|-----------------------------------------------------------------------------|
| World university rankings | In the top 200 universities in at least one world university ranking |
| International students | 25% of total student population from outside Ireland |
| International student engagement | Opportunities for international engagement on all programmes |
| Global Alumni Network | 10,000 graduates linked into online NUI Galway Global Alumni Network |



Our Communities

| Key Measures of Success | Target for 2020 |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| New student facilities | New student accommodation and enhanced facilities for field and water sports constructed and in use |
| Regional higher education landscape | Shannon College of Hotel Management and St Angela's College, Sligo fully incorporated into University |
| Industry and Innovation Hub | Established and serving national industrial needs |
| New Gaeltacht semester and work placement programmes | Gaeltacht semester/placement available to NUI Galway students |
| Good employment practice for women in higher education | Athena SWAN award achieved |





NUI Galway
OÉ Gaillimh

Vision 2020

NUI Galway Strategic Plan
2015 - 2020

www.nuigalway.ie/vision2020

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